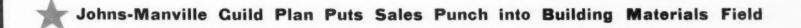
OCTOBER 20, 1936 * TWENTY CENTS







♣ Come-backs That Make Sales Today and Assure Future Orders—by W. C. Dorr

★ Women Less Particular About Food Brands Than Cosmetics — a New Survey

Designing to Sell — Advertising Campaigns — Washington Report — Letters

THE MAGAZINE OF MODERN MARKETING

He doesn't See Salesmen



In Business Buying, three or more men are important factors. One may originate the purchase—he's important. The next may submit specifications—he's important. And your salesman can reach them both. But the third man—he's all-important. He's the Big Shot, the Works, the key executive who makes the final decision on which every sale hangs. And he doesn't see salesmen—he hasn't the time.

But he does see Business Week

He can be reached, more than 90,000 of him, every week. He subscribes to, and reads Business Week—he depends on it, he passes his copy on to associates and subordinates. From various studies, we know that the typical Business Week is routed around the office to an average of 3.7 executives. This makes a weekly audience, figured conservatively, of at least 350,000 of these all-important men. Thus Business Week is the best-read of any business magazine, by the most important executives in America's best-rated businesses. This fact is proved by no fewer than 14 polls taken by

independent institutions in the last 3 years.

Interpreting — not merely Reporting

Business Week is a news-weekly, in the sense that it covers all the news of mature significance to business. It is run like a newspaper, with news tickers, high speed printing, cabling, and last-minute telephoning. But Business Week's most important function is not just the straight reporting of business news. It is, rather, a considered job of analysis, relationship to other news—and interpretation.

Business Week gathers its information entirely through its own staff of business news experts, who have the benefit of the many McGraw-Hill publications and services. These form, in effect, a unique business press association, with experts in every field to check on every story. Thus Business Week gives an accurate picture of current conditions in all industries and all sections—reviewed, checked up, digested. It gives the important business man a ready answer to his constant if unspoken speculation, "What's next?" He depends on Business Week.

ADVERTISING LEADERSHIP

Growing recognition of Business Week's ability to sell executives has made it an outstanding leader in advertising gains.

1933 - - - 455 pages 1934 - - - 610 pages 1935 - - 752 pages

BUSINESS WEEK

delivers more executive readers per advertising dollar than any other publication!

BUSINESS WEEK

Alert . . . Accurate
Authoritative





Mrs. Housezvife is in Conference

deciding the spending of



One-Third of the Family's Shopping Money!

Seventy Millions!

Rhode Islanders spent \$70,018,000 last year in food stores. That was 32.2%, one-third, of all

retail sales, according to the Census of Business.

Dollar sales parallel price changes: price level down 18% from '29; dollar sales down 18.5%; volume practically constant. Food continues to hold an importance in the R.I. housewife's budget far greater than in other, less urban states.

How will You fare?

If you're selling a food product, these little daily conferences of hers with the grocer's clerk are

pretty important. Will she ask for your product? . . . will he suggest something else? . . . will she demand yours?

The problem of controlling the answers is greatly simplified in this Providence-Rhode Island market by the dominant influence of Journal-Bulletin papers.

It's a powerful market set-up for any selling campaign . . . almost ideal for a test campaign to try out the effectiveness of a new merchanHere's a Control!

In A. B. C. Providence, where half the people, stores and sales are concentrated, 19 out of 20

families read Journal-Bulletin papers. In the state as a whole, 2 out of 3 are daily readers.

Even in stores where friend Clerk is encouraged to suggest a private brand, the demand created by frequent convincing sales messages to nearly every shopper in his neighborhood quickly has its effect. Mrs. Housewife says, "I want this brand," and she gets it.

In other stores, the proprietor gets ready for demand he knows will follow an adequate campaign in the papers his customers are shopping from daily. Friend Clerk knows about your product and is ready to point its use. He's a reader, too, not only of these newspapers but of the Journal's monthly Trade-Aid Bulletin which tells him what the newspaper advertisers are doing, how and why.

dising plan or copy appeal—quickly, economically, and with minimum confusion of cause and effect.



Like the touchstone's quick test of the quality of gold, you get a prompt, informative test of your selling plan by applying it to this compact, responsive city - state market with the pressure of Journal - Bulletin dominance.

PROVIDENCE JOURNAL-BULLETIN

Dominating New England's Second Largest Market

Chas. H. Eddy Co., Inc. New York, Chicago, Boston, Atlanta

REPRESENTATIVES

R. J. Bidwell Co. San Francisco, Los Angeles

OCTOBER 20, 1936

16337



Marble Magnate

Berry Pink thinks that ultimately 47 states will follow New York's lead in making reflectors compulsory on motor cars. Governor Harry Hoffman, for instance, has intimated that New Jersey is ripe for it.

Mr. Pink was out in Flint, Michigan, to see executives of AC Spark Plug, a General Motors division, the other day, and they said they expected that all GM cars would soon be equipped with reflector glass as protection against collision from the rear in the event of light failure.

Mr. Pink told SM about a friend of his who hit a truck in New Jersey one night not long ago and was decapitated. "If the truck had had a reflector," he pointed out, "it would have saved his life. On a clear night you can see a reflector for 2,500 feet."

The reflectors are made out of marbles, and Berry Pink, Inc., with headquarters in New York and factory in Ottawa, Ill., is said to make more marbles than the other three major marble producers combined.

"We are now producing 1,000,000 marbles a day," Mr. Pink said, "but are 20,000,000 behind orders."

He has had a lot to do with increase in use of marbles for motor car reflectors and for highway signs and markers, but doesn't know whether or not he originated the idea. When you consider that New York State alone has about 2,500,000 cars, a lot of marbles will be used for them alone.

As a matter of fact, though, 90% of Berry Pink's business is still in children's marbles. Probably this is the market which appeals to him most. As a kid he was a champion marble player, and he still says he's pretty good. He always carries a few marbles with him, even when he's wearing evening clothes.

Only 36 now, Mr. Pink was an officer in the Navy for several years. He has been in the marble business about 15 years. The depression made a dent in marbles. Mr. Pink decided that prices were too high. "Kids, you know," he said, "measure their wealth by their marbles. But with some costing 2 or 3 cents apiece, a lot of kids were beginning to feel pretty poor.

"Standard packages for marbles then were six in a box for 5 cents and 11 for a dime. We created a red mesh bag to retail at 18 for 5 cents and 38 for a dime. We sold the bags to Woolworth. In the first year they took 100,000,000 marbles.

"We now sell play marbles to all the major variety chains—Woolworth, Penney, Grant, McCrory and the rest. We don't sell grocery or drug chains yet. The other day, though, as the result of a presentation I made two and a half years ago, we received a trial order for a million marbles from a supplier to A. & P. It is a trial for one section of the country."

More children are now playing marbles than ever before, Mr. Pink said—estimating that marble production in the last seven or eight years has been 500% more than in the preceding period.

Bagatelle has helped, too. "We supply all the makers of children's bagatelle boards," he said, "and also make a lot of larger marbles—usually one-inch for electrical boards."

Marbles, incidentally, are not made of marble but of glass. The formula is the same as for window glass—lime, sand and soda—plus coloring chemicals. Children prefer red marbles. About one-third of Berry Pink's output is red.

Blonde of the Month

The Charles Marchand Co. makes preparations that turn blondes more golden, that bring out all the hidden glory in their tresses, curly or otherwise. Recently the company has been running a contest to select the most eye-filling "blonde of the month." Entrants submit photographs, together with the customary label or "facsimile thereof," and the judges pick one Goldilocks each month to win an all-expense trip to New York, which brings us up to this month's lady whom gentlemen prefer.

From the moment she stepped off the train from Wheeling,

W. Va., she was under the chaperonage of Marchand representatives, for the company was not risking its prize-winner alone amid the perils of the metropolis. She had never visited the Modern Babylon before, but she was dead-bent on seeing everything.

After a whirlwind tour of some of the sights, the Marchand chaperone induced Goldilocks to go to the hotel and get a little rest. The chaperone, a native New Yorker, was plumb tuckered out. Next morning a telephone call to Goldie's room was unanswered. Two hours later there was still no answer. A matron knocked on her door to find out if there was anything the matter. She found Goldie making up the bed. Yes, she had



The "blonde of the month" sees the library's lions.

heard the telephone, however, she thought it was a party line and didn't want to disturb anyone's conversation.

Three and a half days of sightseeing left the chaperone in a frazzle, and Goldie in the blissful state of a six-year old at a five-ring circus. Following her visit to a theatre, the first she had ever seen with live actors, she declared that it was "a fine picture show."

Spending money supplied by Fairy Godfather Marchand was splurged at a five-and-ten store. Goldie bought souvenirs for her friends and family, and every one had either the Manhattan skyline, the Empire State Building or Radio City on it.

Reluctantly she took the train back to Wheeling, though not back to obscurity. Her picture will appear on Marchand's car cards and in magazine ads. Further, she may become the "Blonde of the Year," and get another prize of \$100, if the judges decide she is the most beauteous of the dozen.

One result of the contest was unconsidered by the judges: Marchand's chaperone is learning more about New York than she had ever known in a lifetime on the island between two rivers.

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HEN the music goes "round and round" you'll hear no cheers from us. But when our linage gains go "up and up" that's another story. September marked the ninth consecutive month of local display linage gains for the Chicago American. It also marked the ninth month of department store gains.

Today the American leads all Chicago daily papers in total local display gains. It has recorded increases to the tune of 719,125 lines.

One reason we have such a "black" record is because our paper is so well read. The American has the largest evening circulation in Chicago, and concentrates the bulk of it among those "up and coming" families in their 30's and 40's who are the best prospects for what you have to sell. Reach them—and reap!

Here are the Figures: Daily Local Advertising Gains . First Nine Months, 1936

CHICAGO AMERICAN 719,125 LINES GAIN

2nd	Evening	Paper136,224	Lines	Loss
3rd	Evening	Paper575,163	Lines	Gain
1st	Morning	Paper 493,796	Lines	Gain
2nd	Morning	Paper 29,520	Lines	Gain

Total Daily Department Store Gains First Nine Months, 1936

CHICAGO AMERICAN 478,015 LINES GAIN

2nd	Evening	Paper249,070	Lines Loss
3rd	Evening	Paper	Lines Gain
1st	Morning	Paper289,609	Lines Gain
2nd	Morning	Paper 77,950	Lines Gain

Authority: Media Records

CHICAGO AMERICAN

...a good newspaper

NATIONAL REPRESENTATIVES: HEARST INTERNATIONAL ADVERTISING SERVICE

Rodney E. Boone, General Manager

management **

Vol. XXXIX. No. 9

October 20, 1936

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Centennial Stowaway

Texas again, but can we help it?

Recent Souvenir Day at the Hall of Foods where some 50 national foods exhibitors are holding open house at the Texas Centennial Exposition was the biggest day of Charlie Parker's life. Of the \$10,000 worth of souvenirs handed out, most of them were edible, and that was right up "Cholly's" alley—it's the way he's made his living, only less luxuriously, during a whole Spring, Summer and early Autumn.

Cholly arrived at Magic City tucked among boxes of foods on a truck just before the big show opened, and his kinky head has not poked out of the showgates since.

Though he is as reticent about exposing his private life as Garbo and will hardly talk except to ask for food samples, he revealed to the SM reporter that he spends the early morning hours in the coolest possible way-stretched out on the cool green grass or on one of the many long benches provided to rest the weary. By day, he begins his breakfast with a glass of free tomato juice-in fact, he usually begs for foods that keep him in good shape, and it was only on Souvenir Day that he over-indulged in sweets.

For his comfort and entertainment, he finds lounges, a free movie or two and a free stage show all in the same building. For the few "extras" he likes to make life at the Centennial perfect, he does a quite vivacious little



Only the most nutritious samples suit Stowaway Cholly

number called the "Foods Building Jig" for which visitors give him pennies—good, for instance, for watermelon.

What about the fast-approaching cold nights and the long cold days when the Hall of Foods is closed? Cholly is not inclined to worry about the future.

Love among the Sardines

K. G. Martin, who handles the account of Norwegian Sardine Packers Association with Frank Presbrey Co., advertising agency, and has made extensive trips to Norway in that connection, opened a can of sardines in New York the other night.

Fortunately, Mr. Martin was alone at the time.

Inside the wrapper, as he confessed to SM, was a "little slip of paper with a girl's name and address in one of the beautiful little Norwegian towns along the coast." A sardine fishing center, Mr. Martin had visited it "many times." He may even have seen this particular girl. He did not divulge her name and address, but he recalled that "some of the most beautiful girls in the world are in the sardine packing plants of Norway."

"Don't you think it curious," he said, "that, out of the millions of Norwegian sardines shipped to this country, the one containing this girl's name from a town where I had been so often should come to me under these circumstances?"

We did, indeed.

"If your editorial comprehension also includes a Beatrice Fairfax complex," Mr. Martin added, hopefully, "perhaps you can advise me what to do. Should I tell my wife? . . . I expect to visit Norway again next year. . . ."

Advertising Pages

9 Women's and General Magazines

OCTOBER 1936-1935

	Pages Oct. 1936	Pages Oct. 1935	Pages Gain or Loss	Percent Gain or Loss
*TRUE STORY	65.0	46.8	+18.2	+38.9%
Delinector	11.1	16.8	-5.7	-33.9%
Good Housekeeping	130.6	109.4	+21.2	+19.4%
Ladies' Home Journal	78.9	72.7	+6.2	+8.5%
McCall's	74.2	64.2	+10.0	+ 15.6%
Pictorial Review	31.4	28.4	+3.0	+10.6%
Woman's Home Companion	83.4	65.8	+17.6	+26.7%
American	53.1	40.4	+12.7	+31.4%
Cosmopolitan	62.6	58.2	+4.4	+7.6%

Source: Publishers Information Bureau

- ★ The 6th consecutive month of record linage gains by True Story.
 - ... The 25th consecutive month of factory payroll increases.
 - . . . The 24th consecutive month of large circulation gains by True Story, the only major magazine deliberately edited for the new Wage Earner Market.

TRUE STORY

NEW YORK 122 East 42nd Street CHICAGO 333 N. Michigan Avenue DETROIT
New Center Building

BOSTON Statler Building SAN FRANCISCO Russ Building

There is No Substitute There is Oirculation

STATEMENT OF CIRCULATION

BALTIMORE NEWS-POST

for six months ending September 30, 1936

HOME DELIVERY

112,457

TOTAL CITY ZONE

172,757

TOTAL TRADING AREA

187,743

TOTAL CIRCULATION

204,735

REACHING MORE THAN

4 out 5

BALTIMORE

BALTIMORE

NEWS-POST

and Sunday American

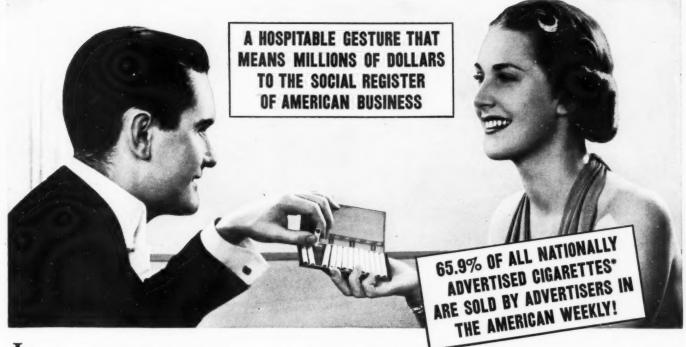
Baltimore's Family Newspapers



Nationally - Hearst International Advertising Service - R. E. Boone, Gen'l Mgr.

Total circulation of the Sunday American, 230,239, the largest in all the South.

"Smoke one of mine"



In the lexicon of hospitality no phrase is better established nor more frequently pronounced than that friendly invitation, "smoke one of mine." Four simple words, yet on the lips of dowager and debutante, bachelor girl and business woman, banker and bus driver—men and women in all walks of life—they mean millions of dollars to the Social Register of American Business.

Today sales of nationally advertised cigarettes total more than 119,600,000,000 a year. And mark this! Of that stupendous total 65.9% is produced and sold by advertisers in The American Weekly magazine.

So, "smoke one of mine"—more than six times out of ten—is an invitation to accept a cigarette featured in the advertising pages of The American Weekly.

Here is a fact so significant that no alert merchandiser will overlook its import. It holds a vital lesson for practically all manufacturers of consumer goods, no matter of what kind or how distributed.

And the lesson is even more clearly defined when it is recalled that 90.2% of the nation's automobiles are sold by advertisers in The American Weekly! 75.9% of the nationally advertised dentifrices! And from 57.9% to nearly 100% of the nationally advertised dentifrices! And from 57.9% to nearly 100% of the nationally advertised foods and drinks, gelatin desserts, electric refrigerators, razor blades and coffee are sold by manufacturers and producers who advertise in The American Weekly.

Disagreeing, perhaps, in other matters of policy or selection of advertising media, these important advertisers meet on common ground in assigning The American Weekly an important place on their advertising schedules.

Facts dictate the selection of The American Weekly by practically every national advertiser who occupies, or hopes to occupy, a dominant sales position in his field. This publication, focusing the attention of more than 5,500,000 families, reaches one-fourth of all the English-publication-reading families in America.

Graphic and authentic, The American Weekly is universal in appeal, gripping the attention of socialite and stenographer, banker, professor and store clerk alike. Editorially it is rooted deep in human nature, woven of the sixteen basic elements of interest that find a response in the minds and emotions of all mankind.

Advertising in The American Weekly taps the world's richest audience at its very source, reaching from 20% to 50% or more of all the families living in 627 of the 995 key cities of 10,000 population and over and dominating in the one-fifth of the counties that buy four-fifths of the nation's goods.

Where this magazine goes

The American Weekly is the largest magazine in the world. It is distributed through the great Hearst Sunday newspapers. In 627 of America's 995 towns and cities of 10,000 population and over, The American Weekly concentrates 67% of its circulation.

In each of 174 cities, it reaches better than one out of every two families

In 144 more cities, 40 to 50% of the families

In an additional 134 cities, 30 to 40% In another 175 cities, 20 to 30%

... and, in addition, more than 2,000,000 families in thousands of other communities, large and small, regularly buy and read The American Weekly.

*Facts provided by recognized independent research organization.



Cock-A - Doodle - Doo!

The average circulation of The American Weekly for the six months ending Sept. 30, 1936 (to be reported to the Audit Bureau of Circulations) is the largest for any similar period in the history of this publication.

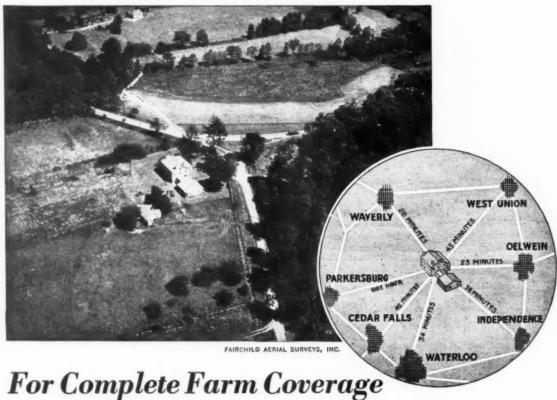
THE MERICAN Greatest Circulation in the World

"The National Magazine with Local Influence"

Main Office: 959 Eighth Avenue, New York City

Branch Offices: Palmolive Bldg., Chicago . . . 5 Winthrop Square, Boston . . . Arcade Bldg., St. Louis . . . Edison Bldg., Los Angeles Monadnock Bldg., San Francisco . . . General Motors Bldg., Detroit . . . Hanna Bldg., Cleveland 101 Marietta St., Atlanta

OCTOBER 20, 1936



You Don't Need Outlets in All 7 Towns

It's a rare farmer who gives all his patronage to a single town. Today, he shops on wheels throughout a trading area that is counties wide, with good roads in all directions and a number of towns bidding for his business.

He has become the most accessible of all consumer groups. And for that reason, he has become an exacting buyer, the least susceptible to "just as good" substitutes. If one store or one town can't supply him, he knows that others can, for his choice of trading centers is only a matter of minutes.

To reach the farmer is easy. If you have a normal national distribution, your product is already available. But he is not easy to sell. He knows what he wants before he starts on his trip to buy, and that decision has been formed just as every other consumer's buying decision has been formed . . . by consistent advertising in publications that command his interest and hold his confidence. Farm Journal opens the doors to 1,220,000 prosperous farm homes (5,000,000 consumers) at low cost, with least duplication; with assurance of intent reader interest which the timeliness of a unique "4-Days-from-Writer-to-Reader" service commands.

Farm Journal belongs on every national advertising list.

In the WATERLOO Trading Area

-there are 166,637 consumers, approximately half of whom live in town and buy locally. To reach all of this group, stocks must be available in each town. But to reach the other half — the farmers — an outlet in Waterloo, another in Oelwein, perhaps a third in Cedar Falls, will give the manufacturer effective farm distribution: for remember, the farmer's choice of buying centers is only a matter of minutes. A more complete description of this area will be sent to you upon request. If you wish like information regarding other trading areas, a Farm Journal representative will be glad to give it to you.

FARM JOURNAL

BELIEVED IN FOR 59 YEARS

Significant Trends

As seen by the Editors of Sales Management for the fortnight ending October 20, 1936.

What Financial Pages Say

The financial pages of a New York newspaper on Saturday, October 10, carried the following headlines which had to do with the

current business situation:

1. Home building up 73% over 1935 (and three times above 1934).

Extra dividends were declared in September by 135

3. Department store sales in September were 14% above last year.

All-time production high in glass industry. 5. Furniture trade having best year since 1929.

6. Auto output peak predicted for '37.

International Envelope gets \$9,000,000 U. S. order. Eight billion spent for drinks since repeal.

8.

9. Bank deposits up to five-year peak.

10. Youngstown rate dip due to plant repairs.

Foreign copper buying active. 11.

12. Stocks move up.

13. Bills overbid four times.

14. Farm income to top '35 by 800 millions.

Norfolk Railroad extra is forecast.

- The important thing about these headlines is that they are not selected items—instead, they are all the headlines of the day, and every one of them indicates an uptrend in business.
- Edward A. Filene, the Boston merchant, told the tenth biennial congress of the Co-operative League last week, "Advertising brings rich returns to business men. Co-operatives will find that truthful, courageous advertising, instead of adding to the cost of distribution, will so add to their volume as to bring the cost per item down.'
- Bertram B. Fowler, the country's best informed journalist on the co-operative movement, tells on page 644, what industries are likely to be most affected by the trend toward co-operatives.
- Net farm income from farm production more than doubled from 1932 to 1935, the actual increase being 124%. This estimate excludes all income received by farmers from government rental and benefit payments and also the substantial supplementary income from work done off the farms. When the 1936 books are closed it is very likely that they will show that the increase from 1932 has trebled.
- One of the farm magazines makes a very worth-while point in discussing the income which the farmer received directly from the government. Soon, for example, the flow of government soil conservation checks will start, although the large volume will not be issued until after the first of the year. The total is supposed to be 470 million dollars, and so far as the effect is concerned, this money is quite different from crop income in that it involves no expense. It is all "velvet." Therefore, it will mean much more than an equal amount of production in-

- So far this year dividend declarations have made available to investors about half a billion dollars more than in the corresponding period of 1935. This factor is likely to be of considerably greater consequence in the next few months because the newly enacted undistributed profits tax is resulting in unusually liberal disbursements. A study made by the United Business Service of indicated full year earnings of nearly 200 representative companies reveals that 92% of these concerns show higher results in 1936 than in 1935.
- Raymond Moley told delegates to the Association of National Advertisers that business was due for a lot of regulation from government and that it was coming no matter who is elected this Fall. He deplored the lack of co-operation between those who regulate and those who are regulated. "Anti-business sentiment cannot be met by the ganging up of business. That merely produces ganging up outside and results in the very class conflict that we all fear. . . . If regulation is imposed for the same general purpose for which traffic is regulated, in order to promote and increase the flow of activity rather than to restrict it, regulation is beneficial."
- At the Boston conference on Retail Distribution the same subject—of the attitude about, and against, business—was raised by several speakers, and L. E. McGivena of the New York Daily News said, "All over the country the last three years there have been industries smarting under what they felt was unfair legislation. Has it never occurred to them what a few well-written page advertisements in newspapers in Washington and a few large cities might do for them, with an Administration in power that is more sensitive of and attentive to public opinion than any other Administration ever in office?



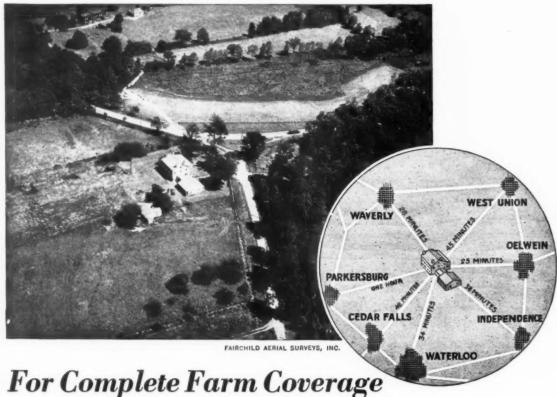
Brookmire's estimates of consumer income for the next six

Brookmire's estimates of consumer income for the next six months are steadily being revised upwards. A few months ago the percentage increase was estimated at 14—now it is 20.

The area of black—the districts where Brookmire believes the sales increases will be greatest—is rapidly broadening out until now nearly 'half the geographical area of the nation is covered. States where percentage increases equal or exceed that of the nation as a whole are: Washington 28, Nevada 27, Colorado 27, Indiana 26, Ohio 25, Idaho 25, West Virginia 25, Texas 24, Wisconsin 24, Illinois 24, Oregon 23, Pennsylvania 22, Delaware 22, Arizona 22, Kentucky 22, Michigan 21, Florida 21, California 20, Utah 20, Kansas 20, New Jersey 20.

The immediate prospect, furthermore, points to a rising level of commodity prices and a higher level of employment. Retail trade should rise substantially within the next two months.

trade should rise substantially within the next two months.



You Don't Need Outlets in All 7 Towns

It's a rare farmer who gives all his patronage to a single town. Today, he shops on wheels throughout a trading area that is counties wide, with good roads in all directions and a number of towns bidding for his business.

He has become the most accessible of all consumer groups. And for that reason, he has become an exacting buyer, the least susceptible to "just as good" substitutes. If one store or one town can't supply him, he knows that others can, for his choice of trading centers is only a matter of minutes.

To reach the farmer is easy. If you have a normal national distribution, your product is already available. But he is not easy to sell. He knows what he wants before he starts on his trip to buy, and that decision has been formed just as every other consumer's buying decision has been formed . . . by consistent advertising in publications that command his interest and hold his confidence. Farm Journal opens the doors to 1,220,000 prosperous farm homes (5,000,000 consumers) at low cost, with least duplication; with assurance of intent reader interest which the timeliness of a unique "4-Days-from-Writer-to-Reader" service commands.

Farm Journal belongs on every national advertising list.

In the WATERLOO Trading Area

-there are 166,637 consumers, approximately half of whom live in town and buy locally. To reach all of this group, stocks must be available in each town. But to reach the other half — the farmers—an outlet in Waterloo, another in Oelwein, perhaps a third in Cedar Falls, will give the manufacturer effective farm distribution: for remember, the farmer's choice of buying centers is only a matter of minutes. A more complete description of this area will be sent to you upon request. If you wish like information regarding other trading areas, a Farm Journal representative will be glad to give it to you.

FARM JOURNAL

BELIEVED IN FOR 59 YEARS

Significant Trends

As seen by the Editors of Sales Management for the fortnight ending October 20, 1936.

What Financial Pages Say

The financial pages of a New York newspaper on Saturday, October 10, carried the following headlines which had to do with the

current business situation:

1. Home building up 73% over 1935 (and three times above 1934).

2. Extra dividends were declared in September by 135

3. Department store sales in September were 14% above

4. All-time production high in glass industry. Furniture trade having best year since 1929. Auto output peak predicted for '37.

International Envelope gets \$9,000,000 U. S. order. Eight billion spent for drinks since repeal.

Bank deposits up to five-year peak. Youngstown rate dip due to plant repairs.

11. Foreign copper buying active.

Stocks move up. 12.

Bills overbid four times.

14. Farm income to top '35 by 800 millions.

15. Norfolk Railroad extra is forecast.

- The important thing about these headlines is that they are not selected items-instead, they are all the headlines of the day, and every one of them indicates an uptrend in business.
- Edward A. Filene, the Boston merchant, told the tenth biennial congress of the Co-operative League last week, "Advertising brings rich returns to business men. Co-operatives will find that truthful, courageous advertising, instead of adding to the cost of distribution, will so add to their volume as to bring the cost per item down.'
- Bertram B. Fowler, the country's best informed journalist on the co-operative movement, tells on page 644, what industries are likely to be most affected by the trend toward co-operatives.
- Net farm income from farm production more than doubled from 1932 to 1935, the actual increase being 124%. This estimate excludes all income received by farmers from government rental and benefit payments and also the substantial supplementary income from work done off the farms. When the 1936 books are closed it is very likely that they will show that the increase from 1932 has trebled.
- One of the farm magazines makes a very worth-while point in discussing the income which the farmer received directly from the government. Soon, for example, the flow of government soil conservation checks will start, although the large volume will not be issued until after the first of the year. The total is supposed to be 470 million dollars, and so far as the effect is concerned, this money is quite different from crop income in that it involves no expense. It is all "velvet." Therefore, it will mean much more than an equal amount of production in-

- So far this year dividend declarations have made available to investors about half a billion dollars more than in the corresponding period of 1935. This factor is likely to be of considerably greater consequence in the next few months because the newly enacted undistributed profits tax is resulting in unusually liberal disbursements. A study made by the United Business Service of indicated full year earnings of nearly 200 representative companies reveals that 92% of these concerns show higher results in 1936 than in 1935.
- Raymond Moley told delegates to the Association of National Advertisers that business was due for a lot of regulation from government and that it was coming no matter who is elected this Fall. He deplored the lack of co-operation between those who regulate and those who are regulated. "Anti-business sentiment cannot be met by the ganging up of business. That merely produces ganging up outside and results in the very class conflict that we all fear. . . . If regulation is imposed for the same general purpose for which traffic is regulated, in order to promote and increase the flow of activity rather than to restrict it, regulation is beneficial."
- At the Boston conference on Retail Distribution the same subject-of the attitude about, and against, business—was raised by several speakers, and L. E. McGivena of the New York Daily News said, "All over the country the last three years there have been industries smarting under what they felt was unfair legislation. Has it never occurred to them what a few well-written page advertisements in newspapers in Washington and a few large cities might do for them, with an Administration in power that is more sensitive of and attentive to public opinion than any other Administration ever in office?



Brookmire's estimates of consumer income for the next six months are steadily being revised upwards. A few months ago the percentage increase was estimated at 14—now it is 20.

the percentage increase was estimated at 14—now it is 20.

The area of black—the districts where Brookmire believes the sales increases will be greatest—is rapidly broadening out until now nearly half the geographical area of the nation is covered. States where percentage increases equal or exceed that of the nation as a whole are: Washington 28, Nevada 27, Colorado 27, Indiana 26, Ohio 25, Idaho 25, West Virginia 25, Texas 24, Wisconsin 24, Illinois 24, Oregon 23, Pennsylvania 22, Delaware 22, Arizona 22, Kentucky 22, Michigan 21, Florida 21, California 20, Utah 20, Kansas 20, New Jersey 20.

The immediate prospect, furthermore, points to a rising level of commodity prices and a higher level of employment. Retail trade should rise substantially within the next two months.

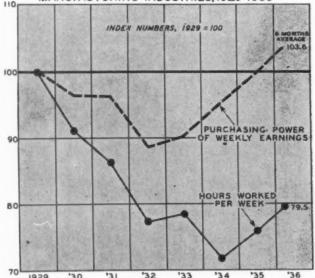
Spending in the Upswing

The National City Bank of New York has compiled a list of industrial expenditures of which public announcement has been made since July. The list totals up to the impressive figure

of 131 million dollars, and a similar compilation since the first of the year reaches over 500 million dollars. Some of the money has been spent, many of the projects are now under way, but many are still to be begun. Here are some of the expenditures recently announced which run upwards of one million dollars:

Company	Expenditures	Purpose
Buick Motor Co	\$14,500,000	incr. capacity
Connecticut L. & P. Co	14,500,000	expansion & impro.
Standard Oil Co. of N. J	13,000,000	8 new tankers
United States Lines	12,000,000	715-ft. liner
Industrial Rayon Corp	7,500,000	new plant
General Motors Corp	5,500,000	new plant
Packard Motor Car Co	5,100,000	incr. capacity
Chrysler Corp	5,000,000	bldg. & equip.
Champion Paper & Fibre Co	3,500,000	incr. capacity
Industrial Rayon Corp	3,000,000	expansion
E. I. du Pont de Nemours & Co.	2,800,000	tetra-ethyl plant
Union Bag & Paper Corp		constr. & equip.
Tubize-Chatillon Corp	2,500,000	expansion
Pub. Service Co. of N. H		expansion & impro.
Ethyl Gas Corp	2,000,000	new plant
General Foods Corp		expansion
Soundview Pulp Co	2,000,000	add. capacity
Shell Petroleum Corp	1,500,000	additions & imp.
Standard Oil Co. of Ohio	1,500,000	add. equip.
San Joaquin L. & P. Co	1,300,000	ext. & interch. syst.
Butler Brothers (St. Paul)		new ore plant
Bendix Aviation Corp		new works
Southern Kraft Corp	1,000,000	new mill
St. Regis Kraft Co	1,000,000	additions & imp.
Texas Co		additions & equip.
Carbide & Carbon Chem Corp.		new plant
Postum Co		adds. & expan.
Studebaker-Pacific Corp	1,000,000	add. & equip.

PURCHASING POWER OF AVERAGE WEEKLY EARNINGS, AND AVERAGE HOURS WORKED PER WEEK MANUFACTURING INDUSTRIES, 1929-1936



The purchasing power of average weekly earnings of wage earners employed in manufacturing industries is higher today than in the boom year 1929, while average weekly working hours are shorter. This does not mean, of course, that total wage payments—either in cash or real income—is up to the 1929 level. The National Industrial Conference Board is author of the chart. Seven years ago the national income paid out was approximately 90 billion dollars. This year it will be in the neighborhood of 60 billion dollars. But as the cost of living is only 86% of the 1929 figure the real income this year will be approximately 70 billion dollars.

Solvay Process Co Ohio Farm Bureau Rochester Gas & Elec, Corp	1,000,000 1,000,000 1,000,000	add. facilities co-op. power plant plant & equip.
Tennessee Elec. Power Co	1,000,000	ext. & impro.

- Department store sales increased in September by slightly more than the usual seasonal amount and the Federal Reserve Board's adjusted index advanced to 88% of the 1923-1925 average. Sales were 14% larger than in September last year. Districts above average were Atlanta 21, St. Louis 20, Cleveland 20, Chicago 19, Dallas 18 and San Francisco 16.
- • Bank debits increased 14.5% in September over a year ago, with the individual Federal Reserve districts showing up with the following percentage increases:

Boston 13.3%	Chicago
New York11.9	St. Louis
Philadelphia14.9	Kansas City12.0
Cleveland14.9	Dallas30.7
Richmond20.3	San Francisco17.5
Atlanta25.0	Total14.5%

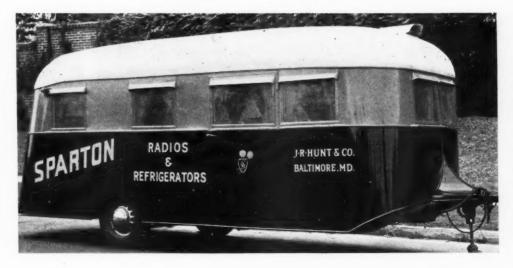
Minneapolis showed a decrease of 1.7%.

Patman Defends His Bill

Congressman Wright Patman of Texas assured the Association of National Advertisers that he will be prompt

to remedy any injustices caused by the law and voiced confidence in its constitutionality. He believes that immediate cancellation of the Goodyear-Sears Roebuck contract after signature of the bill in June was proof that the lawyers involved believed that the law was constitutional. In connection with the many people who are afraid that they may be sued under the Act, he pointed out that a motorist making a trip from New York to the Pacific Coast comes under the jurisdiction of some 15,000 Federal, state and local laws and does not worry about them, because he intends to do right. In contrast to the Volstead Act, to which the price law has been compared, Mr. Patman pointed out that an incentive exists for its enforcement.

- A manufacturer may grant advertising allowances to a customer in Maine without having to give the same to a buyer in Texas, because both buyers are not competitive. Mr. Patman added that if, however, the granting of the allowances to the Maine buyer involves a sale below cost and upsets the price structure of a commodity, then the Texas buyer could be involved.
- • At the same meeting Dr. Willard Thorp of Dun & Bradstreet pointed out that manufacturers may be allowed a price differential based on cost of advertising, that an advertised program on branded goods going to dealers would justify higher prices to such buyers than to those taking non-advertised goods. He said it would be logical for manufacturers to increase their national advertising (as distinct from allowances to retailers) as "this channel appears to offer the least contingent liability."
- As was expected, automobile production suffered a sharp drop in September, but a spurt began this month which is likely to continue throughout the rest of the year. September sales of General Motors cars to dealers totaled only 19,288 units, but sales to consumers totaled 85,201 as compared with 66,547 in September a year ago. The company's sales to consumers for the first nine months exceeded by 70,000 cars the sales for the entire year of 1935.



Mountain to Mahomet: Getting the dealer to "come in and see the new line" is always a difficult problem, but more and more companies are not attempting to buck human procrastination and laziness. Instead they are bringing the new line right to the dealers' door. The trailer has become a branch showroom, large enough to display a complete group of products with accompanying literature, posters and other sales helps. This distributor of Sparton radios finds a trailer (made by Auto Cruiser Co. of America, Baltimore) a decidedly advantageous sales auxiliary

They Make News in the Swirling Market World

Painter: (Right) K. H. Wood is moved to director of sales and distribution of Sherwin-Williams Co., "world's largest paint and varnish manufacturers." At the same time H. D. Whittlesey, who formerly held the post of first v.-p. and director of sales and distribution, will devote himself to furthering the interests of "allied connections."





OCTOBER 20, 1935



Giant: To emphasize just how big Chevrolet's newspaper ad campaign will be—more than 6,500 papers—C. P. Fisken, Chevrolet ad mgr., exhibits an enlargement of one in the series to 1,000 field representatives at a convention session in the Fisher Theatre, Detroit.



Express Exec.: Kinsey N. Merritt heads the newly formed sales department of Railway Express Agency "to carry forward a greatly widened plan of sales promotional activities." He has seen 28 years of service with the company. Most recently he was asst. gen. mgr. of the public relations dept.

Living Trademark: The Unceda Biscuit boy appears in person on National Biscuit's "Twin Stars" NBC program. He is shown with the pair of luminaries, Rosemarie Brancato, soprano, at left, and Helen Claire, actress. Can Chief: (Below) Dr. Herbert Abram Baker succeeds C. E. Green, resigned, as president of American Can Co. Born in Harmony, Ontario, Dr. Baker graduated from the University of Toronto in 1906 and went to work for Canco immediately. Four years later he was made chief chemist. Still later he became v.-p. in charge of sales.



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Grocery warehouse of CCA, Kansas City. The basement warehouse extends the entire length of the oil compounding plant above. Visible in the picture are the "Co-op" brand labels on matches, cornflakes, starch, prunes and coffee.

New consumer trend no threat to producers—but distributors and advertisers must find ways to lower distribution costs—co-ops now linked, no longer isolated units—field fast expanding.

BY
BERTRAM B.
FOWLER

Behind That Co-op Label

The consumer co-operative movement is not yet a "threat" to national advertisers. It will grow, but it will not have a mushroom growth. In England the co-ops handle 15% of all consumer goods, but exert tremendous pressure on the entire distributive system.

Bertram B. Fowler was for many years associated with the *Christian Science Monitor*. He is a frequent contributor to *Collier's* and other general magazines, and the author of "Consumer Co-operation in America—Democracy's Way Out." (Vanguard Press.) He has made field studies of the consumer co-operatives in nearly every state in the Union.

In this article he reviews the history of successful co-operatives in certain trade fields. The editors will be pleased to publish letters from readers whose observations differ from those of Mr. Fowler.

O business executives, especially those concerned with the problems of sales and advertising in our present system of distribution, there is more to the co-operative challenge than appears on the surface. There are trends and implications only now appearing in the co-operative make-up in America that strike directly at time-honored methods and techniques of distribution.

As has been pointed out scores of times already in the American press, consumer co-operation cannot be ignored. It has appeared very definitely on the economic horizon as a challenge to prevailing ways and means of distribution.

The earlier methods of the co-operatives in the United States were not nearly so disquieting. For, in those early days, the various co-operative

groups which were formed simply kept stores just as the merchants around them kept them. They sold the same branded lines from their shelves. Therefore they helped to support the prevailing systems of sales and advertising. In doing so they had no edge on their competitors. But in attempting to meet that competition certain changes were forced upon them as cooperators.

When farmers organized to purchase co-operatively they ran squarely into the direct opposition of merchants, dealers, jobbers, and in some cases the producers themselves. American business men, in their failure to grasp the import of this new trend in consumer habits, forced the development that today constitutes the greatest threat of consumer co-operation to orthodox business.

The case of the Ohio and Indiana farmers is a significant one. In this area the farmers, feeling that the price of fertilizer—which continued to sell at war levels although the grain markets had collapsed—was insupportable, organized co-operatively and pooled their first order of 7,000 tons. They approached the fertilizer interests and asked for a lower price on their quantity purchase.

The fertilizer people refused the request of the farmers. Instead of succumbing, the co-operatively organized farmers went further afield. After many heart-breaking experiences they met a producer with an equally tough problem. They found a copper mining company with a surplus of sulphuric acid which it could not get rid of. The co-op talked business.

The mining company set up a subsidiary corporation to manufacture fertilizer which the co-operatives agreed to distribute. The corporation manufactured fertilizer according to the specifications laid down by the farmers. The co-ops took care of all distributive problems.

As a result there appeared something new on the economic scene, a producer who had only problems of production to consider. That corporation has no sales department, no collection department, nor any advertising department. The co-ops do all the advertising. And it must be noted that throughout the area they do advertise in local papers and magazines. But their advertising costs, like sales costs and collections, are cut to a minimum. Today, survey-

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SALES MANAGEMENT

ing the results, the farmers are conscious of an outstanding achievement. By co-operative methods they have cut the price of fertilizer from \$8 to \$12 a ton. They have cut the number of formulae from 60 to less than a dozen.

With the development of this method of distribution, the "Co-op" trade-mark definitely made its appearance in this field of distribution. And with its appearance the farmers began to learn something of a method whereby they could meet the competition of even the strongest chains. For the chains were still selling products nationally advertised, with those advertising costs added to the price of the

The case of the Consumers' Co-operative Association at Kansas City, Mo., has been widely quoted in the story of the co-operative development in America. In tracing the history of the rise of this organization the story of the appearance of the "Co-op" label becomes even more clear and unmis-

takable in its import.

Here was a small and struggling wholesale concern that found itself unable to get dependable supplies of lubricants. Its neighbor on the same street, a powerful oil company, installed in a new \$250,000 home, refused to sell to the co-operative. So the co-operators were forced to take

Forced Into Production

They set up their own oil blending plant and began to blend "Co-op" brand lubricating oil. They found they could do it and make money. The idea spread. Today there are four cooperative oil blending plants in the United States turning out co-op lubri-

This, however, was but the beginning. The idea of the "Co-op" label caught the fancy of the co-operators. Most of them were already banded together in the Co-operative League, which functioned more or less as a publicity and educational clearing house. Around the symbol of the "Co-op" label there was formed National Co-operatives, Inc., a central agency through which the various wholesalers could pool their purchases and go directly to the sources of sup-

Ply.

Thus the "Co-op" label became an It stood for actual national symbol. It stood for the scattered co-operators as a symbol of a quality they should set and control for themselves. It meant goods manufactured according to their own specifications, handled through their own distributive organizations, and representing their newly-found na-

There appeared in rapid succession "Co-op" tires, batteries, auto accessories, farm machinery. Last year the co-operators brought out their own "Co-op" tractor. The trend, once started, naturally carried the co-operators from one field of distribution to another.

To comprehend the significance of the trend one must return to a study of the history of the Kansas City group. Five years after their entry into the oil blending business they bought the plant of their neighbor at a bankruptcy sale. The plant was a big one, almost too big for the business they were doing at the time—just one year ago. But the "Co-op" label was something which they were following

They were selling "Co-op" tires. Because of lowered costs the various groups were able to sell a good tire to their members at a price that met the competition of the mail order houses. If they could do it with tires why not with other commodities? So the march into "Co-op" brand goods went on. The Kansas City group put up a paint

While Kansas City and other groups had been applying the "Co-op" label to oils, farm supplies, paint and machinery, the Finns of northern Wisconsin, Michigan and Minnesota were doing the same thing to grocery lines. Operating over 100 retail stores in this area, the Central Co-operative Wholesale had been popularizing "Co-op" brand groceries.

The Kansas City group, with an eye to wider and greater development, saw their opportunity. In the state of Kansas were some 80 grocery stores, co-operative by nature, but having a hard struggle with chain competition. Many of them had been forced to join voluntary chains in order to stay in existence. Consumers' Co-operative existence. Association therefore set up a grocery wholesale organization and went after

the 80 Kansas stores.

That was seven months ago. Today they have an almost complete line of "Co-op" canned goods. By late Fall the whole grocery line will be complete. The 80 Kansas stores have swung over in a body to the "Co-op" label. They want it. The label has

The co-ops do considerable advertising on their own, such as this oil truck which has been turned into a travel-ing poster. This cooperative started in 1931 with sales of \$20,842 in eight months. For the full year 1935 the gross was \$127,459.



factory and started the manufacture of "Co-op" brand paint. It was a good paint. The specifications were on the cans. They sold paint on that basis just as they sold tires and batteries and oil on that basis.

Little by little real confidence in the "Co-op" label was born in the minds of the individual co-operators. Thus the label took on a double significance. To the leaders of the co-operative movement, who are shrewd and canny business men, the "Co-op" label meant lowered costs, a method whereby the competition of chains and mail order houses could be met. To the individual member of the co-operative the label meant quality upon which he could rely. Gradually these members began to demand the "Co-op" label on more and more lines of merchanrevitalized a lagging co-operative sentiment. And the reason is not altogether sentimental. When the wholesale house started they sold, to cite one example, Karo corn syrup. They sold a few cases a week. Then they stocked "Co-op" corn syrup. It was delivered to the retailer at 30 cents a case under the Karo price. The cooperators would have taken the "Coop" brand in preference at the same price. But at the lower price sales soared until, in the last two months, this one wholesaler has moved one and one-half carloads of syrup.

In seven months this co-operative wholesale house has been placed on a paying basis and is today operating on

a gross margin of 5%.

It carries "Co-op" cereals, coffees, extracts, spices. All of the canned (Continued on page 683)

tional power.

J-M Plan Puts Sales Punch Into Building Materials Field

This company's local Housing Guilds sell homes and remodeling jobs as complete "packages," using specially trained dealers' men to sell for suppliers, contractors and financial institutions.

AMPAIGNING to supplement mere order-taking supply dealers with active, expert selling—the selling of a new house or a home improvement as a complete package—Johns-Manville is now extending its Housing Guild plan to cover the nation.

Last year this industry-minded plan, directed by A. A. Hood for the company, was explained to hundreds of dealers. Intensive training was given to 274 salesmen for 161 dealers; 54 of these dealers now have local Guilds in operation; their total sales—of materials from Johns-Manville and other manufacturers—have increased, of course. But the main result is that their profits have followed a rising curve. Better selling at a profit for dealers is the true objective of the Housing Guild idea.

During the remainder of 1936 and in 1937, Johns-Manville believes it will more than triple the number of dealers' salesmen it will train. Its 12-day schools will be conducted in eight cities instead of only in New York and Chicago, thus bringing this new opportunity nearer to every Johns-Manville dealer.

It costs J-M about \$50 in routine school expenses to put a dealer's salesman through the Guild course of sprouts. A good deal of additional cost rolls up that cannot be charged directly against the plan. Top executives in the sales, advertising and credit departments devote much time and travel to it. So the total expense of doing the whole job is considerable, with direct results hard to measure. The good-will value is already high, not only from dealers but from manufacturers of other types of building materials—even from competitors. For the Housing Guild plan is giving

the building industry its first big shot in the arm of sales technique. Nearly everybody stands to benefit by it . . . manufacturers, builders, contractors, architects, finance sources and dealers.

We already have a major investment in the Guild," P. A. Andrews, J-M executive vice-president in charge of building materials sales, tells SM, "and we are only just beginning to get direct returns. But they should come. When the Guild plan reaches its stride we should have 1,000 dealers operating under it, each one increasing his sales of Johns-Manville materials from \$5,000 to \$10,000 a year above his present volume. And the sales of the whole industry should be stimulated by it. This may sound altruistic because lots of people benefit by it besides us; but we know that if we help to raise the dealers' total sales we will get our fair share. Something had to be done to improve building We believe the industry selling.



A. A. Hood, manager of the Housing Guild Department of Johns-Manville.

Housing Guild plan is the only logical and practical solution."

In a nutshell, the Housing Guild plan is an attempt to apply to the building industry throughout the country—and without disturbing existing lines of distribution—the selling methods which have been so successfully used in the automobile, radio, home appliance and similar industries. Under it, all building industry factors—the contractors, dealers, architects and financial institutions (in cases

where J-M's own time-payment plan is not used)—cooperate in a local Housing Guild organization with headquarters at the building material dealer's yard, and with a specially trained sales force. This is effective, provides a complete home service ranging from small repair or remodeling jobs to a complete new home. It usurps none of the prerogatives of the architect,



Blackstone

P. A. Andrews, executive vice-president of Johns-Manville in charge of building materials sales,

builder or financial institutions, but sells service to all.

To qualify for operating a local Guild unit a dealer is expected "to carry in stock a reasonable supply of the full line of Johns-Manville building materials" saleable in that market and "to place primary emphasis on the promotion and sale of Johns-Manville products in their directly competitive field."

The training schools to be held in eight cities cost the dealer nothing except the transportation and maintenance of the men he sends. The first nine days of each school are for both sales managers and consumer salesmen, the latter group remaining for an additional three days. Every one of Johns-Manville's 300 or more salesmen of building materials also takes the course and is a "spark plug" for all the Guild units operating in his territory.



Johns-Manville's Housing Guild department conducts classes like this in eight cities this year. In this class at Chicago were about 100 mid-western lumber dealers, sales directors and salesmen in a 12-day course under A. A. Hood, who developed the Guild plan.

The course of study develops a merchandising plan to include all the materials stocked or supplied by the dealer and embraces his six major markets: Structural improvements and maintenance, custom-built homes, speculatively built homes, farm construction, special markets and industrial uses of building materials, and also heavy construction.

It is divided into 12 sections for the 12-day course: Section 1. "The building industry and its problems"; 2. "Analyzing your local market"; 3. "Basic organization for consumer selling"; 4. Financing consumer sales"; 5. "Organizing the local building industry"; 6. "Selecting and operating salesmen"; 7. "Securing leads and prospects"; 8. "Securing consumer requests for quotation"; 9. "Building a profitable selling price"; 10. "Developing and closing the sale"; 11. "Service after the sale"; 12. "Management and control."

Lecturers in the course include various J-M executives and a long list of specialists from other companies and other industries.

The whole detailed plan is wrapped up for local dealers in manuals for sales managers and for salesmen. Thus the working plan is in hand from the moment a man enters the training course until the day he may leave the dealer's employ.

"Package" for Every Prospect

With this training, equipment and supervision, a Guild salesman with a complete "package" to offer any prospect, from building plan clear through to the final financing, greatly simplifies the consumer's problem. Best of all, from the consumer's standpoint, he can quote exact total price on every detail so that there can be no "running up of costs"—so painfully frequent in past operations when a buyer

had to deal with architects, contractors, and suppliers separately.

Dealers' salesmen can offer a prospect his own selection of any materials the dealer carries—whether J-M or other lines—but, for the first time he is able, by reason of quoting a complete job price, to control the sale and to promote quality materials at a profit.

In the voluminous manuals for dealers, Johns-Manville covers every detail of the whole Housing Guild plan — organization, management, training, budgeting. It even tells the dealer exactly whom to hire as salesmen and how to go about it.

Building Dealer Sales Forces

His man-sources are his own past or present employes who show promise, sales-minded contractors, ambitious young architects, employment agencies if they clearly understand the requirements and qualifications of Guild salesmen, technical colleges and evening schools, "Situations Wanted" columns, and, finally, a dealer's own classified advertisements which "will be the most productive source of applicants, but should be used only after all other sources have been exhausted."

Selection should be made among men who know a territory, who have enough financial resources to prevent immediate financial worries, who have cars in good-working order, who have had some consumer-selling experience, who may have a working knowledge of building materials, who are willing to work evenings, who seem to have a quick and retentive mind. Finally, "Experience, demonstrated capacity and physical characteristics are more important than age."

The manual tells the dealer how to sell the Guild plan to the applicant; warns him to make sure, by the man's reactions, that he *is* sold on it.

It advises the dealer to compensate

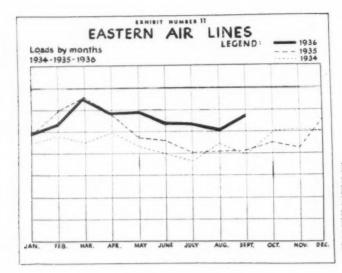
men on a drawing-account-againstcommission basis, because that permits the new salesman to carry on until his sales begin to come in; enables the sales manager to build a reserve for each man against commissions due; minimizes over-selling and high-pressure induced by the necessity of getting immediate commissions; tides the salesman over slumps. But the sales manager should make it clear to his men that the drawing account is based on production. No salesman would be allowed to run more than \$100 in the red. The minimum drawing account should be \$20 a week but currently not over 80% of commissions due, and with a 10% commission recommended on sales up to \$500 and a graduated lower scale on larger

It even suggests that commissions should be credited to the salesman's ledger account through a credit memorandum made out by the sales manager (copy to the salesman) the day the first delivery is made on each order, with settlements in full at the end of each quarter if the man seems to be making good.

"Average Income" Advised

General suggestions for compensation are that pay must not be so high that it could cause a disadvantage in competitive selling, but should be high enough so that reasonable effort and application will enable the salesmen to earn an average income. It should, however, be predicated on encouraging him to sell the smaller-type job after he has sold one or more large ones.

In working detail such as this Johns-Manville puts into the hands of its dealers the Housing Guild plan designed to help the building industry sell with a power of effectiveness it has never known.



Eastern Air Lines made research pay a handsome dividend. Note how the Summer seasonal slump has been largely eliminated as a result of the survey described by Mr. Brattain.

Eastern Air Lines Apply Research to Traffic Problems; Sales Spurt

Air transportation has its own off-season slump problem a survey determined what was needed to overcome it, and the new plan paid dividends this Summer.

BY PAUL M. BRATTAIN

General Traffic Manager, Eastern Air Lines, New York

HERE is no such thing as Eastern Air Lines. That three-word title is only the trade name under which a product is sold. It is the trade name of the operating unit of North American Aviation—used by General Motors to differentiate its transportation operations from manufacturing divisions.

This triple-alliance really makes an exceptionally good team. General Motors, through North American Aviation, manufactures military aircraft—training planes, pursuit ships, observation and bombing planes. What is learned in commercial air transportation is applied to the design of these planes.

But this air transportation operation of General Motors is not just a laboratory. It's far more than a proving ground. If you know anything about the affiliations of General Motors, you know they must be self-supporting. They must make a profit. And as sales manager of Eastern Air Lines, I have to see that the profit is made.

Don't let anyone tell you that merchandising air travel isn't about the most exciting, interesting work in the world. But don't get the idea either that you can set a great silver winged airliner down in airports all over the country and have people climb aboard to the tune of close to a million a year —unless you've sold them the idea first.

Air travel as a means of personal transportation still has to be *sold* to too great a number of people. Thus, because we are still selling on fresh ground, air travel merchandising today demands the limit in promotion, intelligent sales management—and thorough research. A wonderful product to sell, but a tremendous amount of weaning away from other modes to be done—of familiarizing the prospect-public with the true economies, comfort, convenience, flexibility and other advantages of travel by air.

So much for the general air picture. Specifically, however, the Eastern Air Lines sales problem had other peculiarities which were a good deal more influential in guiding our promotional activities.

To put it simply—we had a nice, fat, healthy seasonal traffic slump to get rid of. No matter how you might try to draw an Eastern traffic graph, it still looked like a saw-edge—and was just about as dangerous. Along about April every year, Winter resort travel dropped off, and traffic South took a nose dive. And it stayed down until cold winds coaxed it back up again.

How to fill in this Summer gap—how to raise this sagging line—was our problem. That meant finding more passengers during the warm months. But where? The answer was obviously the business market—because it represents a large total travel volume, yet it is compact, and concentrated. Both these characteristics made research in this field, by mail, readily possible. And through research, information could be gained that would have valuable application to later selling and promotional plans.

In this initial research, and in later work, we were automatically restricted by one factor. Our field of service is a vertical one, with routes from New York and Chicago running down into-

(Continued on page 686)

Eastern Air Lines went to their best prospects — business executives — to find out their travel modes, and why. The result: They changed their method of appeal, and off-season traffic has turned up.

	Genera	l Rese	eren er		-	2		SIEMI	1 AIR	LIMES	
		-	anta, N	lew York	k, New	Engla	ATIO	cago a			
List					RIPS	;	LONG TRIPS				
used	Mode	Comfort and Conven	Speed	Economy	Total Votes	%	Comfort and Conven.	Speed	Economy	Total votes	%
ives	AIR	657	1338	139	2134	10	1151	2820	324	4295	20
Executives	R.R.	8630	3380	2473	14,483	71	8707	3663	2805	15,175	73
Selected E	BUS	440	316	549	1305	6	111	110	129	350	2
Sele	CAR	1207	757	709	2673	12	488	233	336	1057	5



Thumb-nail sketch of a Park Avenue deb: "She was a daughter of the Mink Dynasty."

Remind me to salute H. R. Laudermilk upon his bright house organ, "Impressions," advertising the services of The McCormick-Armstrong Co., Wichita, Kans., printers and lithographers. It's just my type.

Which will remind me in turn to do a slogan for the Holmes Press, of Philadelphia: "There's No Press Like Holmes."

A motoring nomad reports this sign on a gas station serving meals at Kinderhook, N. Y.: "Tank and Tummy Tation." In short, a filling station for man or motor.

Among the cleverer knock-knocks developed during the recent silly season was this one, a New York importation:

> Knock! Knock! Who's there? Pregnancy. Pregnancy Who? Pregnancy Deutsch?

The national automobile shows will be with us soon. The thought evokes certain memorable terminology of the early days of this great industry. They were, of course, "horseless carriages." Many were painted a firedepartment red and these were "red devils." They were said to "chug" along the road, when they went at all.

* *

You did not go for a ride—you went for a "spin." A spring-flattening bump in the roadway was called a "Thank you, Ma'am." (You got this onomatopoeic effect on the back seat.) The high spot in humor was to yell "Ice" or "Get a Horse" at the begoggled driver. It seems a long way from the tear-drop aerodynamics of a Lincoln-Zephyr.

Having recovered most of his losses in the international poker game, Hitler now thinks he could use some of Stalin's red chips.

From what he told his soldiers re-

cently at Nuremberg, they may soon have to face the muzhik.

* * *

"If a bass singer won a prize on an amateur radio hour, could he be called a semi-profundo?" wonders Allan Hovey, Rochester expatriate. The way I feel about bass singers, Allan, he would still be an amaTERROR.

* * *

So far as that goes, Mr. Farley, New York is a Typical Dairy State.

Kansas celebrated her Diamond Jubilee Exposition at Wichita, October 7-17. What Kansans would like to know is whether they will have anything to celebrate on the night of November 3.

So many people with nothing to say are rushing into broadcasting, Paul de Kruif might do another book to be called: "Microphone Haunters."

Scout Madeline Buckley says Woodbury's have got their nude bather out on the concrete steps again; that apparently the gal forgot to do her feet.

Phil Baker's "Beetle" does a nice job of heckling, but, fortunately, Phil is an old trouper and doesn't have stooge-fright.

Telling's (Cleveland) has a new ice-cream sundae called "Lucky Mondae." Well, anyhow, it's different.

Offered as a name for Masonite's new thin insulation: "Thinsulation."

Slogan for the Bell Telephone System: "The shortest distance between two points."

And, in many homes, Saturday to Sunday is the shortest distance between two pints.

Executives who take themselves seriously give their men many a laugh. It doesn't require a master mind to lead an orchestra of virtuosi. You needn't be a mental giant to distribute sheet music to fellows who can really play.

The telephone is a marvelous instrument, as I have noted in this department before. I have only one objection to it. So often there is a timewasting bore on the other end of the wire.

Add similes: As persistent as a piano salesman.

* * *
No Gerald; a printer isn't necessar-

ily crabby when he's out of "sorts."

I would be proud to shake the hand that planned and wrote the North-Western National Life page in *Time*, September 21, p. 35. Without benefit of headline, it stopped me as peremptorily as a sign reading "Dead End." The copy made excellent sense, too.

* * * *

Aside to WOR and WGN: Thanks for bringing me the metronomic rhythms of Freddie Martin and His Band, from Chicago's new Aragon—even at an hour when I should be in bed.

Which reminds me that my favorite dance bands have originated in Chicago. Coon-Sanders. Red Nichols and His Five Hot Pennies. Isham Jones. The lake metropolis that produces such distinctive rhythmusic also boasts Dr. Frederick Stock and the Chicago Symphony, when your psyche yearns for the mellow harmonies of strings and woodwinds.

The chain grocers may parody an old Bowery scram-line: "Cheese it, the co-ops!"

If you have as much trouble getting big fresh Persian limes in your neighborhood as I do in mine, you may wish, as I often do, that the California Fruit Growers Exchange will some day add Sunkist limes to their citrus family.

Mr. Winchell, who is such a pedant, recently wrote it "vice-a-versa," and I think he meant it. While in this rare, supercilious mood, I may also remind him and a lot of beauty-shops as well, that I have been unable to find the word "mascara" in any dictionary. There is a "mascaro" with the accent on the first syllable, in case anybody cares.

And the erudite New Yorker magazine has an irritating habit of saying "three pair," without the final "s" the plural demands. How would they like it if we ordered "three copy" of their magazine? Huh!

Why doesn't the Bogue Institute for Stammerers sign it: "B-b-ogue Instit-t-tute"?

A thought for today: Whenever I sip California wine, I say to myself: "No peasant has had her feet in this!"

V. Havy Flores

Ten Ways to Overcome Dealer Apathy or Resistance:

- 1. A salesman working with a skeletonized list of sales ideas can adjust his presentation to the size, type and special characteristics of each prospect.
- Plan your approach by judging the dealer's capacity from his windows, shelves and counters.
- Make your set-up on a secondary counter in the rear —
 don't try to turn the cash register counter into a sample room.
- 4. If you try to stop your dealer before he is finished making his objections all you will get is a chance to write a nice long letter to the office.
- 5. If you want your display fixture to stand out from the rest you will have to set it up in an atmosphere of sales and profit—it is not the intrinsic value of the fixture that counts; it is the way you serve it.
- 6. No sales talk is worth more than the order it will obtain.

Come-backs That Make Sales Today and Assure Tomorrow's Orders

BY W. C. DORR

Missionary Salesman, The Ingersoll-Waterbury Co., Waterbury, Conn.

An article by a successful salesman to pass on to your men — practical, workable, tested ideas that will help any salesman who sells to the retail trade.

EDITOR'S NOTE: This is the second of a series of articles by a salesman who, in the last 14 years, has secured 25,000 orders from 75,000 presentations. His methods may be followed, or adapted, with profit by the salesmen of any organization which teams personal selling with such sales tools as consumer advertising, window and counter displays.

HE hall-mark of genuine sales ability is not the dollar volume that can be squeezed out of a salesman's pet accounts. Like the ace reporter, with a nose for news, his real value to the business lies in his willingness to spread the gospel of his line, to ferret out new trade, and to sell every available outlet that is essential to the distribution of his merchandise.

Selling established accounts requires a man alert for the inroads of competition, able to keep his line moving over the counter, and with an honest desire to iron out difficulties. Too often, however, such selling becomes routine, a sort of milkman's job, making selected stops on selected streets and in selected towns. The salesman, then, to make everything uniform, uses a canned sales talk and wonders why his business develops hardening of the arteries.

There are almost as many selling methods in the field as there are salesmen. No two men work alike. Personality, a funny story and the hoary "Do-yuneeda" system sells merchandise. Power press methods, too, accomplish results. A man whose chief line of attack is service and accommodation stands well with his trade. Yet all these are limited in their scope, and, while useful as secondary aids, can hardly be termed top-flight sales practice.

In every group there are a couple of king-pin salesmen, always in the van, regardless of conditions. Cut their territories and they dig up replacements. Shoot them out into a strange section and their roots are in without the usual time out for getting organized. Put them in the Sahara Desert and you will find them pinning back an Arab's ears with the merits of their line. The rear guard keeps asking, "What have they got, that we haven't got?"

Let's take some of these .400 batters apart and see what makes them score; why they can be depended upon to hit in the clutch. What are the attributes of their success and, with a nod to

Squibb, the priceless ingredients of their salesmanship?

- Your ace performer knows that he has to take an idea in before he can take an order out.
- 2. He doesn't sell merchandise. His story is sales and profits. He makes his dealer-help and display material, with its supporting advertising and selling program, so paramount that the order is but an incident, not the climax, of his presentation.
- 3. He has a full measure of the romance of his line, that intangible aura of salesmanship that makes a man wax starry-eyed as he paints his picture.
- 4. He is the yeast in the dough of business, leavening an otherwise indigestible mass.
- He talks intelligently on business conditions, bridging the islands of his sales presentation and preserving the life-thread of his sale, during the lulls that kill so many prospective orders.
- 6. He is greeted by his customers with: "Well, what's new today?"
 —an almost Utopian opening, affording, as it does, attention, interest and even desire, all rolled into one.
- 7. His work is planned and his plans actually work, so that, time and again, he can call his shots, even for the side pocket.

Add to these a few ants in his pants and some ball-bearings in his toes and you have the man who rarely needs a trip to the grindstone of the sales man-

- 7. Unless you can make your dealer talk you are licked.
- 8. Right in the middle of your talk ask the merchant to come outside to his window. Select a position (picked before you went into the store) and simply state that your display, which fits that spot, will make a profit out of a space not now producing any-
- 9. When the beam-scale of the sales talk doesn't yet balance,

- name a few other lines which may be associated with yours and ask him to make up a general display.
- 10. If you have a flexible display layout try to get him to make up a complete mass display of your entire line. If you get up too high, you can always drop down to an installation which might have seemed a large proposition a few minutes ago but now seems small when compared with the mass display.



Don't try to stop your dealer before he is finished making his objections . . .

ager. Like the lawn-mower with selfsharpening blades, he requires but a turn of a set-screw to keep him cutting clean and close.

There are three sales levers that are almost 100% effective. They will pry an order loose from almost every old account and slaughter prospects one after the other. The quality-kickers forget their complaints and slowpayers sign their checks and your order books together. They are:

1. Prospective increase in price.

- 2. Shortage of stock.
- 3. New models.

A man with dynamite like this can hardly be called a salesman, any more than he'd say he was a duckhunter, with a machine gun on a duckfarm.

But let's assume different conditions: Instead, he is out in a normal or even sub-normal market. The buyer is in command and the salesman on the spot. The plant is oiled up; the boss has his weather eye peeled for the morning mail. And from the cheering sections of the production and office gangs comes: "We want orders," in a chilling monotone.

First, Sharpen Your Tools

With his ears still echoing the "good-lucks" so freely tossed around at the close of the convention and wondering whether everything he has heard there was gospel, he awakes out on his territory, looking up a grade that just about pulls his cork. What to do?

Why, young man, you have just about the finest set of tools ever handed to a salesman. Take good care of them, keep them sharp and use them in the right way. They will make orders for you.

Selling ideas, like other things, can easily be lost before a man gets back on his territory. Get off by yourself

or, better still, hook-up with some of your buddies and rehash the whole proposition. Let each man contribute one sales idea at a time, until every possible phase has been covered. Record and reduce them to capsule form and all will then have the makeup of a sales presentation that no one man could have compiled by himself.

Canned sales talks become so tiresome to the salesman and the dealer. Though the latter hears it for the first time, he has listened to plenty before, and the lack of sparkle in the salesman's delivery robs it of any interest. The deal loses its edge. What happened? That man simply parroted his proposition to death.

Evaluate Each Prospect

Like the mail-order correspondent, who answers the bulk of his mail with a combination of paragraphs, a salesman, working with a skeletonized list of sales ideas can adjust his presentation to the size, type and special characteristics of each dealer or prospect. He can experiment with various combinations, quick to take advantage of an opening. He can thus present his proposition in an ever-changing, interesting style, which, like the love-song, though always old, is ever new.

Plan your approach. If you know your dealer, you know his buying habits. If a prospect, judge his capacity-from his windows, shelves and counters. If his windows are "paper" and he moves his one-of-a-number shelf items to the front edge to create the impression of full stocks, pick a small proposition and make it snappy. Don't shoot rabbits with an elephantgun. When, however, he displays items by the dozens and his windows groan with merchandise, make your build-up slowly, trying out several angles, before deciding on how you will take him. Don't be kidded by

some of the so-called big shots who, when you present your program, talk in telephone numbers and then run to cover when the order book comes out. Shoot your whole proposition at them and then sell them what you expected them to buy in the first place. Occasionally they will fool you and take the big deal. If the credit department will check them, your mistake will not be held against you.

Interruptions Can Throw You

The first objective in any sale is to clear the atmosphere of general resistance to buying. Too often a salesman rushes into a store, opens up his grip on the retailer's main counter and slam-bangs the prospect with his salesaces, like a pitcher trying to win his game on strike-outs. His talk is interrupted by the dealer's customers and his samples are an annoyance to the dealer as he waits on the trade. Pretty soon, the dealer trumps all of his efforts with one general cover-all objection. The salesman finds himself out on a limb, and then out on the street, wondering what happened.

It is just as easy to make your set-up on one of the secondary counters in the rear. If there is a table handy, ask for permission to use it and invite your dealer to sit down. He will appreciate the relief, after standing behind his counters, and your relative positions will be in your favor. Stay on your feet until you write your order. progress of the sale may be interrupted by the entrance of customers. Pick up your sale again by asking a question or two about a point previously explained. You will find that the dealer has not forgotten your story but, instead, has used the intervening time to weigh your proposition.

Suppose you do get an "all stocked up" answer to your initial efforts.

(Continued on page 684)

Women Less Particular About Food Brands Than Cosmetics

EW YORK City housewives—278 of them—were asked by Market Research Corporation of America investigators to give their preferences on 26 items of canned goods and 22 cosmetics, and to tell whether they insist on the preferred brands or accept a brand recommended by the dealer.

The survey was made early in October as the thirty-third of the series of consumer and market surveys made exclusively for SALES MANAGEMENT under the direction of Percival White and Pauline Arnold.

Calls were allocated among the Boroughs and in Westchester County on the basis of proportionate population, and among income classes were divided 15%, A families; 25% B; 35% C, and 25%, D.

The recall method was used exclusively. Housewives were asked: "What brand of the following canned goods do you buy regularly?" Their answers to the 26 items listed were divided among the names of specific brands, "don't know" and "don't use." A similar procedure was followed in the case of cosmetics. Investigators were instructed not to allow respondents to prompt their memories by looking over their pantry shelves or dressing tables.

About 4% of the women used no canned goods, either because they do their own canning or because they have a prejudice against canned goods. Another 4% did not use any of the 22 cosmetic items which investigators showed them.

Grocers Can Persuade Them

There were 7,204 opportunities to receive brand mention of canned goods, of which 3,279, or 45.5%, were indicated as used by the housewife

The question having to do with switching read as follows: "If the brand you wish to buy is not stocked by the grocer, do you go to another store where you can obtain that brand or do you accept a brand which the grocer recommends as being the same quality at the same price?"

Only 41.7% of the women said

Only 41.7% of the women said that they made a point of going where the regular brand is available; 58.3% said they accepted the brand recommended by the grocer. Many answers were similar to this one from a Brook-



Ewing Gailowa

The lady knows which cosmetics she wants—and what's more, she'll "shop around" until she gets them.

Six out of ten women will accept any brand of canned goods recommended by the grocer—but only three out of ten will permit a druggist to switch on their cosmetics

lyn housewife: "I buy whatever A & P recommends."

Under the recall method, brand names were given for 60.9% of the item-mentions, and 39.1% of the brands were unknown or at least not remembered. The following table shows the percentage of users of each of the 26 items and the percentage of brand names mentioned.

Canned Goods	% Brand % Names Remembered	Using
Cherries	64.0	47.1
Grapefruit	63.2	46.4
Peaches	75.0	69.4
Pears	74.9	60.4
Pineapple	78.0	67.6
Salad Fruits	68.5	48.9
Asparagus	76.6	61.9
Beets	56.9	33.8
Carrots	53.5	26.6
Corn		64.4
Lima Beans	53.3	29.5
Peas	69.0	62.2
String Beans	58.4	32.7
Tomatoes	51.9	63.7
Chicken		18.7
Corned Beef	56.0	17.9
Corned Beef Hash.		23.7
Crabmeat	62.3	36.3
Lobster		13.7
Shrimp		19.4
Salmon	58.9	62.9

Tuna	51.1	51.4
Sardines	35.5	49.6
Baked Beans	89.6	67.9
Green Olives	23.9	63.3
Ripe Olives	10.9	39.6

A total of 22 cosmetic items was requested, or 6,116 opportunities to receive brand mentions, of which 1,856, or 30.3% were indicated as used by the housewife.

But strikingly different was their demand for their regular and preferred brands. In answer to the same question which was asked about canned goods, 70.1% of the women said that they would go to another store where they could obtain the brand, and only 29.9% said that they would accept the brand recommended by the druggist.

Women are much better able to recall names of favorite brands of cosmetics than they were of canned goods. Eighty-five and six-tenths per cent named a definite brand as against 14.4% who did not remember the name of the brand they were using.

Women investigators of MRCA were not asked by respondents for advice on canned goods—but many women tried to find out whether their judgment on cosmetic brands tallied with that of the investigator. They tried to become investigators them-

RUSINESS ELECTS LONG DISTANCE

"Sales have increased and sales costs have been cut since we tried supplementing personal visits with Long Distance calls."

WM. BAUER CO., CLEVELAND

"For an Indiana jobber, we sold 7000 cases, worth \$28,000, in seven days, by Long Distance. Cost was nominal."

FEDERAL MATCH SALES CORP., CHICAGO

"By Long Distance, in two hours,
we can buy enough eggs and
poultry to fill several cars. It
used to take days."
LOWA CITY POULTRY & EGG CO.

"Sales were dropping on one of our regular routes. We tried frequent telephone contacts. Sales are up 60%, sales costs down 30%."

WM. FOCKE'S SONS CO., DAYTON, OHIO

"Eighteen calls to our smaller retail customers brought orders of \$21.75.",

A. T. MASSEY COAL CO., RICHMOND, VA.

"We have found Long Distance an excellent medium for increasing business. Last month we sold 82 twenty-ton cars entirely by telephone."

SYRACUSE OFFICE, GENERAL FOODS SALES CO., INC. Telephoning ahead on my last into ahead on my last into itrip brought more customers into trip brought more my display. Including the cities to see my display than paid key cities to see more than paid creased business more than paid creased business more than paid the cost."

HEINRICH & WINTERLING, INC., HEINRICH & WINTERLING, INC.,

A Manhattan matron of 35 selves. says that she uses "every imaginable beauty aid," and not satisfied with trying all of the American brands, she imports cosmetics regularly from Ger-

A Brooklyn woman who is fighting off middle age said: "I am very keen about cosmetics of all kinds and love to go into drug stores and beauty parlors and try what they recommend.

The following table shows for each of the 22 cosmetic items, the percentage of brand names remembered and the percentage of women using the

item.		
Cosmetics	% Brand Names Remembered	Using
Cleansing Cream	92.3	74.8
Nourishing Cream.	95.6	8.3
Tissue Cream	96.3	9.7
Vanishing Cream	94.	17.9
Face Powder		92.8
Bath Powder	76.5	42.8
Deodorant Powder.	86.3	10.4
Cheek Rouge	82.3	66.5
Lip Rouge	86.8	73.7
Eye Shadow	70.6	6.1
Mascara	78.7	16.9
Astringent	95.	14.4
Muscle Oil	100.	0.7
Pore Cleanser		1.4
Face Softener	96.4	10.1
Sunburn	51.9	9.7
Cuticle Cream	86.8	13.7
Nail Polish	78.8	35.6
Hand Softener	93.4	53.9
Deodorant		
(Cream or Liquid)	97.5	42.8
Depilatory	85.2	9.7
Cleansing Tissue	74.2	55.8

The primary purposes of the survey were (a) a measure of the degree of brand consciousness for family staples and personal luxuries, and (b) a measure of the effectiveness of grocers and druggists in switching brands. To carry out these main purposes, it was necessary to ask housewives to be specific about the regular brands they used, and the compilations give a rating of the relative popularity of the well-known brands. But because the number interviewed was not sufficiently large to be a fair cross-section of the nation, or even of New York City, we are not publishing the brand mention either by numbers or percent-

Readers may be interested, however, in the following list of the five most popular brands under each heading. They are listed in order of the number of mentions.

Canned Goods

Cherries: Del Monte, White Rose, Libby,

Cherries: Del Monte, White Rose, Libby, Krasdale, S. & W.

Grapefruit: Del Monte, White Rose, Premier, Libby, Krasdale.

Peaches: Del Monte, White Rose, Libby, Krasdale, Grisdale.

Pears: Del Monte, White Rose, Libby, Krasdale, Grisdale.

Pears: Del Monte, Del White Rose, Libby, Krasdale, Grisdale. Pineapple: Del Monte, Dole, White Rose,

Libby, Krasdale.

Mixed Fruits for Cocktails or Salads:



President H. A. Batten

Heads Ayer: H. A. Batten is elected president of N. W. Ayer & Son, Philadelphia ad agency, succeeding the late Wilfred W. Fry. Prior to his election, Mr. Batten was a vice-president, director, and chairman of the management committee of the board of directors designated by Mr. Fry to administer the business during his last illness.

Mr. Batten is 39 years old; a native of Philadelphia. He has been with Ayer for almost 25 years, with time out

for war service

Del Monte, White Rose, Libby, Kras-dale, S. & W.

Asparagus: Del Monte, White Rose, Kras-

dale, Libby, Premier.

Beets: Del Monte, White Rose, Snyder's, Premier, Krasdale.
Carrots: Del Monte, White Rose, Premier, Grisdale, Snyder's.

Grisdale, Snyder's.

Corn: Del Monte, White Rose, Del Maize,
Niblets, Krasdale.

Lima Beans: Del Monte, White Rose,
Krasdale, Grisdale, Libby.

Peas: White Rose, Del Monte, Krasdale,
Premier, Lily of the Valley.

String Beans: Del Monte, White Rose,
Krasdale, Premier, Grisdale.

Tomatoes: Del Monte, White Rose, Iona,
Premier, Grisdale.

Premier, Grisdale.

Chicken: Richardson & Robbins, Hormel,
Libby, Diplomat, Wilson.

Corned Beef: Libby, Armour, Broadcast,

Anglo. Corned Beef Hash: Broadcast, Libby, Prudence, Wilson, Armour.

Crabmeat: Chatka, White Rose, Geisha, Namco, Grisdale. Lobster: Geisha, White Rose, Chatka, White Rose, Chatka,

Grisdale.

Shrimp: White Rose, Premier, Chatka, Geisha, Grisdale.
Salmon: White Rose, Icy Point, Bumble Bee, Krasdale, Libby.

Tuna: White Rose, Premier, Krasdale, Sul-

tana, S. & W.
Sardines: Granadusia, Marie Elizabeth,
King Oscar, Martell, King David. Baked Beans: Heinz, Campbell, B. & M.,

Friends, Ann Page.

Green Olives: White Rose, Libby, Encore, Premier, Del Monte.

Ripe Olives: White Rose, Monarch, S. & W., Encore, Premier.

Cosmetics

nsing Cream: Pond's, Daggett & Ramsdell, Lady Esther, Elizabeth Ar-Cleansing

den, Max Factor.

Nourishing Cream: Pond's, Max Factor,
Edna Wallace Hopper, Elizabeth Arden, Harriet Hubbard Ayer.

Tissue Cream: Pond's, Daggett & Rams-dell, Max Factor, Helena Rubinstein, Elizabeth Arden.

Vanishing Cream: Pond's, Elizabeth Arden, Daggett & Ramsdell Max Factor, Lady Esther.

Face Powder: Coty, Lady Esther, Elizabeth Arden, Max Factor, Harriet Hubbard

Ayer.

Bath Powder: April Showers, Yardley,
Elizabeth Arden, Coty, ZBT.

Deodorant Powder: Amolin, Quest, Macy,

Deodo, Mavis.

Cheek Rouge: Coty, Max Factor, Elizabeth Arden, Hudnut, Louis Philippe. Lip Rouge: Louis Philippe, Max Factor, Coty, Elizabeth Arden, Helena Rubin-

stein.

Eye Shadow: Max Factor, Elizabeth Arden, Freda Hempel, Hudnut, Maybelline.

Mascara: Maybelline, Rimmel, Max Factor, Helena Rubinstein, Elizabeth Arden. Astringent Lotion: Elizabeth Arden, Pond's Freshener, Witch Hazel, Special Preparation, Dreskin. Muscle Oil: Nell Vinick, Special Prepara-

tion.

Pore Cleanser: Ambrosia, Drezma, Nox-ema, Special Preparation. Preparation for Chapped Skin: Italian Balm, Pond's, Special Preparation, Elizabeth Arden, Harriet Hubbard

Ayer.
Sunburn Cream or Lotion: Noxema, Skol,
Special Preparation, Italian Balm,

Dorothy Gray.

Cuticle Cream: Cutex, Manicare, Special
Preparation, Elizabeth Arden, Dermatone

Nail Polish: Cutex, Gloray, Peter Charles, F. & O., Platinum.

Preparation for Chapped or Roughened Hands: Italian Balm, Hind's Honey and Almond Cream, Jergens, Mystic

Cream, Elizabeth Arden.

Cream or Liquid Deodorant: Odorono,
Mum, Non-Spi, Perstik, Dew.

Depilatory: Neet, Zip, X-Bazin, Elizabeth
Arden, Special Preparation.

Cleansing Tissue: Kleenex, Pond's, Macy's,

Altman's, Elizabeth Arden.

Lydia Pinkham Co. Ends Long Stalemate by Splitting Ads

The Lydia E. Pinkham Medicine Co., which has been the subject of prolonged litigation between factions of the family controlling the firm, will divide its adver-tising appropriation between two agencies,

tising appropriation between two agencies, according to an agreement made public by Charles E. Pinkham, secretary.

In this agreement a considerable sum is to be spent through Erwin, Wasey & Co., New York agents, and an equal sum through the Northwestern Advertising Agency, Lynn, Mass. Erwin, Wasey will concentrate its campaign in newspapers of concentrate its campaign in newspapers of the western portion of the United States and in western Canada. Northwestern will run its copy in newspapers of the eastern United State and eastern Canada. Magazines, radio or Sunday newspapers may also be employed.

Unless a decision is handed down by the Supreme Court of Massachusetts, where litigation is pending, this present campaign will end on March 1, 1937, by which time the present advertising budget is expected

to have been used up.

Dry Goods—Automobiles Farm Implements—

or choose your own line of goods and make a check of sales in the Oklahoma and North Texas farm area this Fall. You'll find invariably that 1936 has made 1935 appear like a bad dream. You'll find optimism for the future, too, that will make you set sales quotas up for the next six months in this territory.

Below: 1936, to October 1st, has seen more new car sales to farmers than any previous year since 1930. 90% of farm sales have been for cash. Sales for the first nine months of 1936 up 40% over last year.—H & H Chevrolet Company. Weatherford, Oklahoma.

Right: Dry Goods and readyto-wear business through September almost double same period of 1935. September rains caused sales to triple over period immediately preceding.—C. R. Anthony Company, El Reno, Okla.







Left: In ten-day period ending September 29th, twelve tractors and ten row binders were sold and delivered. On the 29th, three tractors and two binders were delivered. The accompanying photograph shows tractor ready for delivery to Paul Massey, southwest of Elk City.—Sprowls-Cronin Company, International Harvester dealers, Elk City, Oklahoma.

Sales records such as these are to be found in every section of Oklahoma, the Texas Panhandle and North Texas. Food sales are reaching new highs. More wheat seeding machineris being sold than for many years. Soil is in the finest condition possible for seeding. And dealers are looking forward to substantially increased sales records during the Fall, Winter and Spring.

Don't overlook this market in making up your list for this Winter. Be sure that The Farmer Stockman, with its more than 225,000 circulation, is included. It is your entree to the Oklahoma-North Texas farm buying power.

OCTOBER 20, 1936

[Advt.]



One Cleveland drug company took half a page in local newspapers to proclaim the fact that they had sold 88,000 "Lucky Mondaes" in one week.

11,000 Fountains Now Feature New "Lucky Mondae" Sweet

Something new in fountain delicacies has arrived — an identifiable "drink" which dealers can sell at 15 cents in competition with 10-cent sodas and make a handsome profit.

D. G. BAIRD

HARACTERIZED as, first new fountain idea in 20 years," the combination soda and sundae known as "Lucky Mondae" has proved to be a sensation in soda fountain circles. Only now in its first season, it has already been adopted by many of the leading drug store chains of the country, by most of the big variety chains that operate fountains, and by thousands of independents.

And the "lucky" concoction is living up to its name, if by "lucky" one means, as most merchants do, an item that increases sales and yields a substantial profit. For retailers are selling it literally by the millions; and it is one of the most profitable items they

have ever featured.

The Walgreen stores alone are said to be disposing of upwards of a million a month. The Marshall Drug Co., Cleveland, took a half-page in local newspapers in which to proclaim the fact that it had sold 88,000 in one week. Miner and Carter, operating a single independent drug store in Atlanta, wrote the originator to announce that they had sold 1,500 in ten days. Many Kresge stores that usually feature a variety of fountain specials at 10 cents each concentrated on this one item at 15 cents during a recent drive, devoting a prominent display window to it exclusively and decorating the entire fountain department with "Lucky Mondae" advertis-

One Marshall fountain employe in Cleveland served 1,800 of the "Mondaes" in 72 working hours-an average of 25 sales of this one item for

every hour she worked.

And no wonder the retailers are taking it on with such enthusiasm! A delectable new item that pleases the palate of practically every customer; it possesses several unusual features that lend themselves readily to promotional activities; it is well supported by the sponsor; it is fully protected by patent, trade mark, and copyright; and it sells for 15 cents, replacing the ice cream soda that has been selling at most fountains for a dime.

It is an identifiable fountain product. And right there is the reason for its being. Some time ago, Laurence D. Ely, president of Siren Mills Corp., Chicago, was looking over statistics published by the U. S. Depart-

ment of Commerce, when his attention was caught by a statement to the effect that the volume of sales of soda fountain products in this country totals one and a quarter billion dollars an-nually. "That's a lot of business in any industry," he thought. "And in all that volume of sales, there is only one identifiable product that sells in large volume!'

He wishes his company might tap that industry with a popular, identifiable product. It was already in the industry, as it manufactures fountain supplies, but its specialty is chocolate, and chocolate is not an identifiable product. It is just one of several ingredients in many fountain items. There is chocolate ice cream, choco-



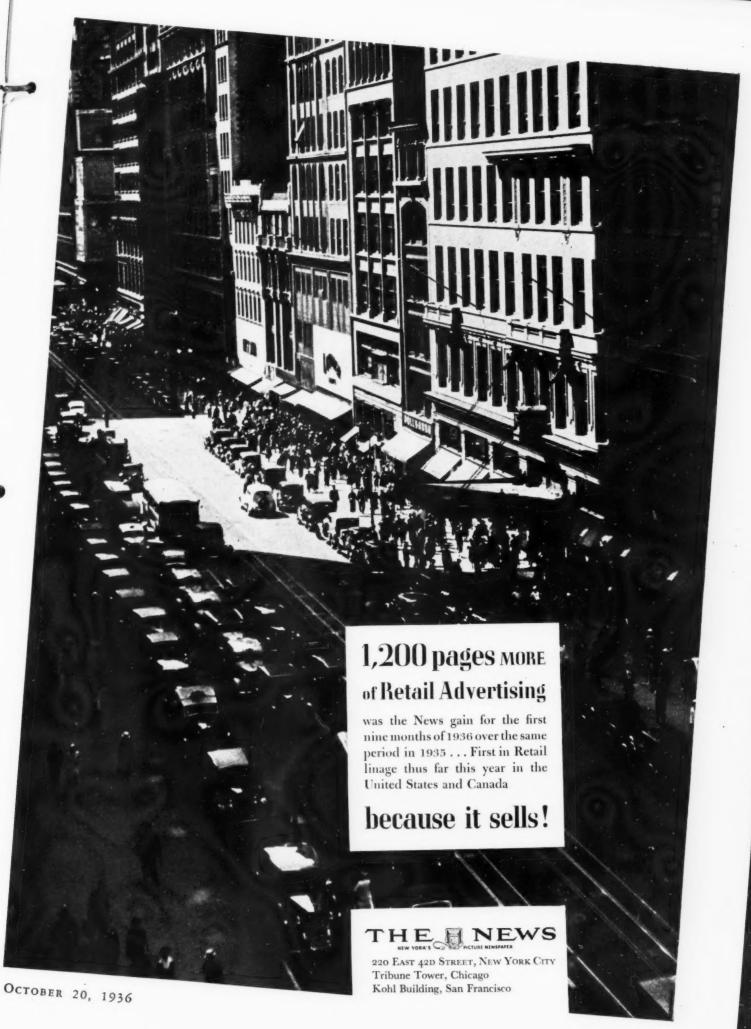
Fountains are willing to display and push the new drink because it sells for 15 cents and pays a good profit. Above-a Kresge window.

late malted milk, chocolate sodaand most fountains these days are selling chocolate ice cream sodas for a dime. He couldn't identify an ice cream soda, though.

Siren Mills originated a new fountain delicacy consisting of a combination sundae and soda, the sundae being held on top of the soda by means of a special glass which they developed and patented. They called the new product a "Mondae" because it was,

Born After Sundae."

Then in studying ways to promote it, they conceived the idea of slipping a paper cut-out star around the base of the glass. This star bears the name of, and considerable comment on, the contents, but one point of the star is blank until moistened. Then a "mystic message" appears, which either entitles the customer to a refund of the purchase price or else reveals some message concerning life, love, and hap-



piness. Thus are combined two powerful incentives: The desire to get something for nothing, and the superstitious interest in the occult possessed by many people. The new product, therefore, became a "Lucky Mondae."

The manufacturer furnishes the stars free with the product, of course. Not more than ten stars in each 100 entitle the customer to a refund.

The manufacturer also supplies a variety of effective merchandising helps, including window strips, backbar streamers, store pennants, menu stickers, table cards, badges, caps, and a window display.

Siren salesmen conduct meetings of fountain employes of large chains before they launch their initial drive. They also conduct meetings with jobbers' salesmen, who contact independent dealers.

Where a dealer puts on a real drive and follows full instructions, the manufacturer will cooperate with him in offering prizes to his salespeople for pushing the product.

Licensee Must Obey Rules

Every dealer is licensed and the licensee agrees: "To use Siren Lucky Mondae Topping exclusively; Lucky Mondae shall be sold by licensee at the regular price prevailing at all fountains; Lucky Mondae will be dispensed and served in the Lucky Mondae glass with the Siren Lucky Mondae Topping, in accordance with Siren's advertised representations."

The patented glasses, without which a genuine "Mondae" cannot be served, are sold to the dealer on a license agreement which provides that the manufacturer may buy them back at any time at cost, less breakage.

Siren Mills sells only the topping used in making the "Lucky Mondaes," but with all the safeguards named above, Mr. Ely thinks they have an identifiable product that is thoroughly protected. It is not just a novelty that enjoys a vogue for a brief time, then is forgotten, he said. It is an identified product that is expected to sell well indefinitely and in all seasons.

The idea was tried out in three cities, in different parts of the country, during the Fall of 1935, but it really was not introduced to the trade generally until the Spring of 1936, when it was presented at a convention of chain drug store executives. Following this introduction, Siren salesmen went out after business—and got it.

By September 1, Mr. Ely said, over 11,000 fountains were featuring "Lucky Mondae," and others were preparing to do so.

New Wrinkle in Sales Aids: GE Pencil Summarizes Sales Points

CTING on the assumption that a salesman pushes the goods hardest that he knows best, General Electric Supply Co., national distributor of GE electrical appliances, has arranged to keep its own salesmen, as well as dealers and dealers' salesmen, constantly apprised of the numerous features of the various models in its 1937 line of GE "Focused Tone" radio receiving sets. A mechanical pencil alone does the

A mechanical pencil alone does the trick. This is a regular pencil, in that it is the same size and does the same writing job as other pencils, but it is something more. It is quite literally a catalog of the special features of each model in the current line of GE radio receivers.

The pencil has a double barrel made of white Pyralin. Printed in black letters on the outer barrel are 17 features of the "True Tone" receivers, and opposite each feature—or between the words, where more than one word names a feature—is a small, square hole, through which the inner barrel may be seen. A part of this inner barrel is green; the remainder, white. The outer barrel, or shell, is free to revolve around the inner one.

Effective, Yet Easy to Work

Holding the pencil with tip up, or pointed away from oneself, and turning the outer barrel, one notes that some of the squares are green, some white, then others become green as the barrel is turned, and so on. In some squares, one notes figures printed on the green inner barrel. Then there is also a little window near the pointend in which figures appear each time the barrel is turned.

The last named are model numbers and when any given model number is seen in this window the green squares seen below it indicate the number of special features that model has, while the words printed on the outer barrel, upposite the squares, identify the features. White, or blank, squares indicate that the model, the number of which shows in the window, does not have the special features opposite such squares. Figures printed on the green squares refer to such details as number of tubes or wave bands.

For example, Model 51 has only seven of the 17 special features. As we turn further and further, we find that each model presents additional features until we pass 155, which has them all, and we are back to Model 51

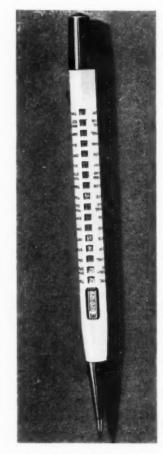
again.

The pencil is thus a ready-reference catalog of the entire line of receivers. At the same time, it is sure to keep anyone familiar with it reminded of GE radios. What this means in a dealership that carries many different makes of receivers may readily be imagined. Retail salesmen may or may not remember all the outstanding features of other sets; they don't need to remember those of the GE line, for they have them right there, constantly, on their pencil.

All wholesale salesmen carry the pencil, of course, and they give one to the dealer, with the suggestion that he buy others for his salesmen at cost, 41 cents each.

GE has made good use of mechanical pencils for demonstration and sales training purposes for several years. A couple of years ago, for example, it supplied electric range salesmen with such a pencil which had a window in the barrel in which was seen a specimen of the "Calrod" heating unit of the "Hotpoint" electric range.

The pencil was made for GE by "Autopoint."



Trick salesman.

SALES MANAGEMENT

... Now he swings into

NATIONAL POLITICS

Master of a Vital Editorial Technique, He Employs It to Tell Millions About Government Problems and National Welfare

N early days, firebrand editors used to run high fevers even in normal times, then boil with righteous wrath in the stress and strife of heated political campaigns.

Today's editors are different. They employ a more powerful, if less feverish technique—keyed to a more intelligent, modern pace.

Nowhere is the change better exemplified than in the editorial technique of Bernarr Macfadden. It has proved its vitality by the amazingly successful magazines it has created.

Macfadden's career of half a century has been an editorial fight for public progress—physical welfare first, then social welfare . . . now he enters another arena . . . National welfare.

First he pioneered in teaching simple health principles through his Physical Culture Magazine. Then through True Story he began to help millions solve the burdensome troubles of their hearts and of their minds.

Now Macfadden swings into the fight for governmental welfare. Through his newsy, swift-paced Liberty, he levels his pen at political trickery with undeniable effectiveness, winning a vast and sympathetic audience of readers.

Read his patriotic editorials in Liberty, that dramatic weekly into which the Macfadden editorial technique has breathed a newspaper's vitality. Simple words. Homely phrases. The secret of the power of these editorials is their human touch . . . and that is the Macfadden editorial technique through and through.

Macfadden knows people as no other editor has known them. His own early struggles; his thousands of personal contacts; his public and private welfare work; through these he has learned to think as people think, to see as people see, to feel as people feel.

Macfadden Magazines are not for the few but for the many. Macfadden devotes himself to befriending and enlightening those forward-looking millions who make America, who by their likes or dislikes can make or break political or business destinies with ease.

For fifty years Macfadden has been a crusader for the people — today, as always, he is a constructive leader of thought . . . now his powerful political ideas create an intense reader interest, which, after all, is the most dependable measure of advertising responsiveness.



This series of advertisements is sponsored by Physical Culture, the first of the family of Macfadden Magazines

PHYSICAL CULTURE · PHOTOPLAY · THE DETECTIVE GROUP

October 20, 1936



"By George, he's right"



"He says what he believes"



"Listen to this, Helen"



"Just what this country needs"

A.N.A. Hears Patman and Moley

HE Robinson-Patman Law, in particular, and governmental regulation of business, in a broader sense, command the headlines in any report of the Seventh Annual Meeting of the Association of National Advertisers, held at White Sulphur, October 8-9-10. Congressman Wright Patman was the star performer under the former heading and Editor Raymond Moley under the lat-ter. There were, of course, many other worth-while and significant reports and addresses, no small part of which dealt with increasing circulation and advertising rates of publications, and with improving the sales effectiveness of advertising. The election of officers for the ensuing year also came in for due attention.

Allan Brown, of the Bakelite Corp., formerly vice-chairman, was elected chairman of the board succeeding Turner Jones, of the Coca-Cola Co., who served as interim chairman following the resignation of Ken R. Dyke. Harold B. Thomas, of the Centaur Co., was elected vice-chairman and Wilmot P. Rogers, of the California Packing Corp. and G. C. Congdon, of Jones & Laughlin Steel Corp. were re-elected vice-chairmen. Re-elections also included Paul B. West as president, G. S. McMillan, secretary, and A. T. Preyer, Vick Chemical Co., as treasurer. Gordon Cole, of Cannon Mills, was elected to the board, and M. H. Leister, Sun Oil Co., Stuart Peabody, of the Borden Co., Lee H. Bristol, of Bristol-Myers Co., and Turner Jones, of the Coca-Cola Co. were re-elected to the board.

The continuing directors are A. O. Buck-

The continuing directors are A. O. Buckingham, of Cluett, Peabody & Co.; R. J. Flood, Seagram Distillers; W. A. Hart, E. I. du Pont de Nemours; Kenneth Laird, of Weco Products Co.; A. B. McIntire, Pepperell Manufacturing Co., and D. P. Smelser, of Procter & Gamble Co.



Keystone View Congressman Wright Patman explained his law

The final release of the talk by Congressman Wright Patman, co-author of the bill bearing his name, has already been widely reported in the daily press. In general, he explained that the purpose of the law is primarily that of preventing monopoly and definitely not one of hampering private business or its ability to earn profits. He indicated that its principal objective is to supply a parallel in the general business field to what was done some years ago in the field of transportationwhen in the public interest it was decided that less than carload lots and carload lots would constitute the uniform basis for quantitative discounts in railroad shipments-and at which time super-quantity discounts, as they had formerly existed to trainload shippers, for example, were outlawed.

Mr. Patman's talk was far more explanatory than demagogic. He indicated a willingness to listen carefully to whatever business men may have to say with respect to future amendments or changes in the law whereby it may be possible to attain a greater degree of justice. He counseled against too much fear about the effects of the law, particularly on those who do not follow discriminatory practices in their distribution methods.

Loopholes or Nooses?

He frankly admitted that the law is not perfect, as is also true of many other laws, and he conceded that in a detailed sense it cannot be enforced and probably will not be enforced to the nth degree. At the same time he argued very strongly that it represents a form of anti-monopoly legislation which is not only pretty certain to en-dure and to be upheld as to constitutionality, but also is likely to beget a parallel type of legislation in most, if not all, of the individual states. He pointed out that, in his opinion, many of the loopholes in the law which are being more or less widely advocated by legal advisers are likely to prove nooses around the neck instead of loopholes. He indicated that appraisal of the intent and evidence as to actual effects are likely to prove governing factors in the final determination of who is illegally evading the law and who is upholding it.

At the conclusion of Congressman Patman's talk, George McMillan, secretary of A.N.A., presented a series of pertinent questions as drafted by individual members of A.N.A. These were submitted one by one to Mr. Pat-



New A.N.A. chairman, Bakelite's Allan Brown

man and later supplemented by a number of open questions from the floor. As this issue goes to press official release of these questions has not been made, but they presumably will be available for publication in the next issue of SM. Of themselves they constitute a highlight of the whole proceedings and demonstrate, perhaps too clearly, how difficult this new law really is not only to understand but to fulfill.

The address of Raymond Moley, editor of *Today*, on "How Much Regulation Can American Business Stand," included the following high spots which are direct quotations:

The reconciliation of those charged with directing business activity and those responsible for the direction of government is the greatest unfinished job in human society. It is not peculiar to the United States. It is a flaming issue all over the world.

The penalties men are paying for their failure to achieve this reconciliation are class conflict and the destruction of human rights. Let us look for a moment at the tendencies in the world today. Both Fascism and Communism are the results of the failure of leaders of business and leaders of government to reconcile their differences.

Communism is the ruthless destruction of private property. It is the end of business as we have known it. Contrary to a current belief, Fascism is not the capture of government by business. It is the capture of business by government. It comes when business, a prey not only to its own ineptitude but to attacks from outside, torn within itself, gives up the battle and takes refuge in the illusory security of national socialism.

(Continued on page 676)





Dedicated to You



300,165 Iowa families now read The Des Moines Sunday Register every week...a gain of 28,401 in the past year.

Coverage of 47% of Iowa's 2,470,939 people turns a whole state into a single "sales city" for alert advertisers.

At one inexpensive effort you can now sell your product in almost half the homes of a market having \$1,228,875,000 yearly spendable money income.

So do it...at lowest milline rates in Iowa through hard-hitting "big city" advertising schedules in...

The Des Moines Register and Tribune

A NEW MAGAZINE

PUBLISHED BY TIME INC.



THE Editors of TIME have decided to launch a new national weekly. In the course of a year it will publish the Ten Thousand Photographs which best record the visible events of our times and which best reveal the life and manners of our times. The first issue will be dated Monday, November 23rd, and will reach Charter Subscribers on the previous Thursday or Friday.

"To see life; to see the world; to eyewitness great events . . ." with these words the purpose of the magazine was first stated. And from that moment the name of the new magazine became LIFE—that was the name, there was no other.

True, that title was already in use. But fortunately the publishers of the fifty-three-year-old humorous paper had reached the conclusion that their "Life" had small chance of matching during the rest of the Twentieth Century the brilliance of

its performance in past generations. They were willing to transfer their title to a new magazine of pictorial journalism. The old "Life," therefore, is dead—and we salute it.

LIFE trembles again on the shutters of 10,000 cameras.

Since the good appearance of pictures is vitally important to enjoying them, the new LIFE will be endowed with fine physical attributes. Its paper will be of fine quality, its special ink has been chosen with great care, and LIFE will present a generous number of large sized pages, 14" by 10\%". It is our desire to create a magazine that will enable its advertisers and its editors to do their best.

The new LIFE will cost 10 cents a copy, \$3.50 a year by subscription. Advertising rates and mechanical requirements on request.

EDITORIAL AND ADVERTISING OFFICES: 135 EAST 42nd STREET, NEW YORK

Advertising Campaigns

┌ Old and New Products as Promoted in Newspapers, ┌ Magazines, Radio, Trade Papers and Sampling

Battle of the Soups

David (Phillips Packing Co.) is hurling a sling-shot at Goliath (Campbell Soup Co.), and right in Goliath's home lot. Phillips is using Philadel-phia and Camden newspapers and daily announcements on three radio stations there to cut itself a slice of Goliath's business. Blackman is the

Meantime, Goliath, for long the monarch of canned soup, runs the "largest major city newspaper cam-paign in more than ten years." Dailies of New York, Chicago, Philadelphia, Camden, Newark, San Francisco, Oakland, and Los Angeles will carry Campbell's tomato soup copy for a month. After that, until the end of March, the company's "21 varieties" will be featured. Other markets may be added after New Year's to introduce new members of the line.

Costing between \$300,000 and \$400,000, the newspaper schedule is in addition to Campbell's pair of network radio shows and a magazine list as long as your arm. The latter alone is expected to represent an investment of a million and a half for the year.

F. Wallis Armstrong agency buckles on Goliath's armor and sharpens up his spear.

DUKE 6 COLGATE 8

Stop press advertising.

Bromo Kicks a Goal

It is rare for an advertisement to possess the freshness of yesterday's football score, but Bromo-Seltzer (Emerson Drug Co.) gains that upto-the-minute news value in a campaign for the headache remedy. Reproduced is one of the Bromo series

inserted in 40 newspapers of 14 markets which shows how the results of the big game are tied up to selling

Each week agent J. Walter Thompson picks the gridiron contest of most importance in each city, instructs the paper to fill-in the final score within the box provided on the ready-prepared ad. The hot-off-the gridiron campaign will continue through the football season. Next year maybe it will be adapted to baseball.

Thompsonians believe the technique is new to advertising, but make no boasts. "Firsts" claims are controversial subjects, as even Admiral Peary learned.

Zipper Straw Vote

With everybody else, seemingly, taking or answering a straw ballot, Hookless Fastener Co. makes public its own tests of preferences. The assay was conducted as follows:

J. L. Hudson Co., Detroit department store, stocked 50% of its largest selling line of suits (\$39.50) with Talon tailored trousers and kept a record of the first thousand buyers. Two months later they telephoned these customers and asked them if they preferred zipper fasteners and, if so, why? Only 2.5% of the customers preferred buttons and an equal number had no choice. Promptly, Hookless started to tell the trade about the zipper landslide.

Men's Wear for October carries five bleed pages of Talon advertising reciting the vote and the 95% majority. Men's Apparel Reporter has another five-page spread in two colors. Apparel Arts has three pages in b. & w. offset. Finally the October issue of Manufacturer & Designer has a

double-spread bleed.

McCann-Erickson, agency in charge, is ready to swear that the straw vote was a haystack; and that virtually all men's pants will zip in the very near future.

Ice Carries on

National Ice Advertising, Inc., representing the country's ice industry, has a successor to Mary Pickford in boosting via radio the virtues of real ice and modernized refrigerators as opposed to new-fangled automatic contraptions. She is Gladys Swartout, Metropolitan Opera, movie, and ether

star, and her program starts around the

first of the year.

Donohue and Coe, ice's agents, have not yet figured out time schedules or even the network to be used, but it will be an evening broadcast on a national hook-up for 26 weeks. Space in nine or ten magazines act as reinforcement. And local icemen are expected to place about a million and a half dollars of ads in their home-town newspapers for a supplementary bar-

Meantime, on October 27 a twiceweekly woman's program starts on 40 Columbia Broadcasting stations. Eleanor Howe, home economist, is fea-

Last year's co-op ice campaign produced "such excellent results" that the industry decided to more than double this year's.

Sunkist Millions

California Fruit Growers Exchange takes the rubber band off its roll and prepares to invest \$2,275,000 for advertising in 1937. This is \$250,000 more than for the current year, according to Paul S. Armstrong, general manager. Appropriated for Sunkist newspaper ads in the Middle West is \$100,000, a jump of \$75,000 from the 1936 budget.

Lord & Thomas are the agents like 'the bells of St. Clemons" in the nursery rhyme singing "oranges and

lemons.

Snift Test

High-class perfumes are a mighty snooty business. Top-notchers in the industry have considered that to gain the necessary air of swish and swank they must use slick paper magazines and rotogravure in newspapers. Now, however, Albert Frank-Guenther Law, agents for Caron, question this tradition. Why not try plain black-andwhite ads in dailies and see how they

Therefore until Christmas the New York Times and Sun will carry thrice weekly small Caron ads. Without the benefit of color or roto, they will, nevertheless, have more than a touch of opulence and hauteur conveyed by script copy saying such things as Suave sophistication on wings of fragrance for adventurous moods and

eventful evenings.'

If Times and Sun readers prove responsive, other papers will be added. Perfume may be an untapped source of revenue for the dailies' space ped-

Low-Pressure Whisky Ads

American Distilling Co., for 44 years at Pekin, Ill., breaks loose this





"Vitamin V" -ADVERTISING'S INVIGORATOR

Richly present in the reader-following of the Chicago Herald and Examiner is the energy factor that increases sales—we call it 'Vitamin V.'

Solid proof came from studies of two-year performance reports, supplied by many and various advertisers. \$9 in space yielding \$196 in telephone orders...\$150 returning close to \$6,000 in sales...\$515 bringing back better than \$36,000 in checked volume... no isolated cases these. Clearly they show the way the records run.

Small wonder, then, that the million-reader daily Herald and Examiner, the nearly-a-million-family Sunday Herald and Examiner recommend themselves mightily in this rich market to space buyers immune to the lures of tradition and habit.

Results are the ultimate measure of space potency; and results at low cost are the profitable yield of invigorating 'Vitamin V.'

CHICAGO HERALD AND EXAMINER

Rich in "Vitamin V"

NATIONAL ADVERTISING REPRESENTATIVES

PAUL BLOCK AND ASSOCIATES

NEW YORK DETROIT PHILADELPHIA
CHICAGO BOSTON CINCINNATI

LOS ANGELES · SAN FRANCISCO



Letting the product speak for itself.

month with a country-wide newspaper campaign which strikes a new and refreshing note in whisky advertising. The company employs the popular comic cartoon to rib competitive claims, as the greatly reduced ad shows. Devices even more involved than those of Rube Goldberg show what American considers to be the absurdity of certain competitive claims. And then its Professor, Jim Crack, proposes a simple and famous test which is repeated in each advertisement-"Pour some in a glass-and drink it!"

It is reported that the Federal Alcohol Control Administration thinks highly of the complete lack of claim in

this campaign.

Dina-Mite in Chicago

Every citizen of Chicago should by this time be dipping his spoon into a bowl of Dina-Mite, laxative food cereal. Dina-Mite Food Products Co., of California, thus invades the Windy City with a monster blanket sampling drive. Reuben H. Donnelley Co. does the distribution and also calls on

every Chicago grocer.

Ads in the Daily News and American, through Charles Daniel Frey Co., help in the introduction. Copy bears down on the cereal as a nourishing food for "only a penny a meal," treats the laxative angle only incidentally. Promotional material includes point-ofsale displays and a recipe book.

Percy P. Powell, president of the company, explains, "We intend to establish the product in the Middle West, beginning with Chicago, upon a permanent foundation. It is much less costly, in the long run, to do a 100% job . . . than to approach it tentatively and experimentally." From Chicago, Dina-Mite will move east to New York and New England.

Nash Steps on It

Nash and Lafayette autos will have more than a million dollars of ads behind the 1937 models, it is announced at a salesman's preview in Kenosha, Wis. Some 1,300 newspapers will, as usual, form the backbone of the campaign, but 24-sheet posters, nationally, magazines and dealer helps are joined in the big push.

Moreover, Nash will break into the air waves for the first time with a coast-to-coast CBS broadcast starring Vincent Lopez's orchestra and Floyd Gibbons. Early radio commercials are "teasers," since formal announcement of the new line is not scheduled until late in October.

Nash production lines started this year with a bank of 10,000 "sight unseen" orders, reports the company's agency, J. Walter Thompson.

Keglined Wine Cans

Simultaneously with celebrations over American Can Co.'s first year of beer in Keglined cans, the firm publicly places itself behind canned wine. For months there has been conversation about this innovation, and Canco has had three winery customers. Up to date, though, it has shied away from consumer publicity.

Now in 16 New England markets' the company is running newspaper copy pointing out the "vacuum-sealed," "tamper-proof," and "darksealed," "tamper-proof," and "dark-storage" features of tinned wines. No brands are mentioned. But Bear Creek Winery and Vacuum Wine & Spirits Co., both Canco clients, are pushing their respective brands in New Orleans and Boston.

Merchandising difficulties and "production difficulties from the standpoint of the winery" will temporarily prevent Canco from advertising canned wine on a national scale. Yet it is expected that a program comparable to its beer promotion will be scheduled before long. At present Canco is using 150 newspapers and 57 NBC stations for Keglined beer. Fuller & Smith & Ross is the agency.

Organization News

At the monthly meeting of the Sales Managers Association of Philadelphia, held October 19, C. D. Garretson, president of the Electric Hose & Rubber Co., Wilmington, Del., was the principal speaker, his subject being "Selling Made Hard in

Easy Lessons,'

The International Association of Sales Executives held its Annual Conference at the Hotel Biltmore, New York, on October 15 and 16. The theme was "Increasing Sales and Profits." Cooperating organizations were the Chamber of Commerce of the State of New York, Advertising Club of New York, Advertising Federation of America, American Market-Federation of America, American Marketing Society, National Association of Manufacturers, National Federation of Sales Executives, and the Rotary Club of New York. The speakers included Clarence Francis, president, General Foods Corp.; U. S. Secretary of Commerce, Daniel C. Roper; Harry Boyd Brown, national merchandise manager, Philco Radio & Television Corp.; F. Gladden Searle, vice-president, Continental Can Co.; David Ovens, vice-president and general manager, J. B. Ivey & Co.; Richard C. Borden, sales manager, Borden's Milk Co.; Harold G. Moulton, president, Brookings Institution; Carl ager, Borden's Milk Co.; Harold G. Moulton, president, Brookings Institution; Carl Whiteman, vice-president, General Foods Corp.; Frank W. Lovejoy, Socony-Vacuum Oil Co.; J. J. Donovan, general manager, General Electric Air Conditioning; Hunter P. Phelan, president, National Food Products Corp. Allen Zoll, sales consultant and president of the International Associaand president of the International Association of Sales Executives, acted as chairman. The various sessions were president over by Richard W. Lawrence, president, Bankers Commercial Security Co.; Raymond Bill, president, National Federation of Sales Executives; Charles E. Murphy, attorney and general counsel, Advertising Federation of America, and Chester H. McCall, vice-president, United States Advertising Corp. vertising Corp.

The Chicago Sales Executives Club at its evening meeting on October 8 heard an interesting talk by David R. Clarke of Fyffe and Clarke, on the subject of "What Shall We Do About the Robinson-Patman Act?" After the discussion following this talk, a presentation was made by the Dictaphone Corp., of its new sound film en-titled "Two Salesmen in Search of an Order."

At the October 19 meeting of the Technical Publicity Association, Inc., of New York, H. C. Beaver, president of the Worthington Pump and Machinery Corp., spoke on the subject of "The Third Necessity and Its Effect Upon Competition."

At the monthly meeting of the San Francisco Sales Managers' Association, held on October 1, "Chain Store Tax, was dis-cussed by Edgar H. Rowe, of the California Chain Stores Association and Lloyd Taylor, of the Anti-Monopoly League.

The Industrial Marketers of New Jersey was officially presented with its charter as the New Jersey Chapter of the National Industrial Advertisers Association on September 30. The presentation was made by William F. McFee, of the American Rolling Mills Co.

Recently enrolled Executive Members of Recently enrolled Executive Members of the National Federation of Sales Executives include: S. J. Weiss, Hamburger Distillery, Inc.; S. W. Gibb, assistant general sales manager, Yale & Towne Manufacturing Co; A. H. Holland, sales manager, Champlin Refining Co.; A. L. Mercer, president, Vulcan Corp.; A. V. Crouch, advertising manager, Republic Oil Co.; H. G. Moock, vice-president, Plymouth Motor Moock, vice-president, Plymouth Motor Corp.; T. O. Grisell, Kendall Refining Co.; O. R. McDonald, sales manager, American Chain Co., Inc., and James H. Pauley, general sales manager, Sharp & Dohme, Inc.

The American Society of Sales Executives held its semi-annual meeting at White Sulphur Springs, on October 8-9-10. The meeting was the best attended in many years, but all sessions were closed, in accordance with the established policy of this organization. At one of the breakfast sessions were closed, in accordance with the established policy of this organization. sions, Raymond Moley, editor of *Today*, was invited as a guest for a round table chat, but other than this the program included no outside speakers or guests.



How Big Is This "Top Mass" Market for Drug Store Products?

It takes all the combined drug store sales in Washington, Milwaukee and Pittsburgh to equal gent readers with better-than-average buying the drug store sales in the "Top Mass" market power, advertising and selling effort produce composed of the families reading the Sunday volume sales at low cost. This is one of many New York Times. The weekday audience of The Times makes more drug store purchases than all of the families in Minneapolis, New Orleans and Buffalo combined.

In The Times "Top Mass" market of intellireasons for The Times being used by general advertisers more than any other newspaper in the country. It is one of many reasons for placing The Times first on your advertising list.

The New York Times

"All the News That's Fit to Print"

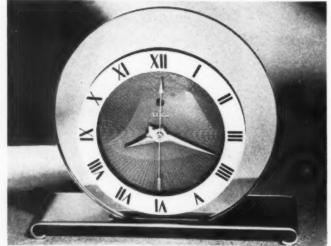


Designing to Sell

With a Smile: As a trade-mark for Geo. A. Hormel & Co's entire line of several hundred products, Designer George Switzer evolved three gay little figures: A cow for the beef products, a scampering pig for pork, and a wind-blown lamb for the mutton. The trio, he declares, "brings a smile at the first glance at the package," which is a particularly desirable reaction for such homely articles as everyday foods. Modernization of the Hormel line did not stop there. Lettering has been brought up to date, labels were worked out that made first, second and third grades perfectly clear, and Celophane wrappers enabled buyers to see what they were getting. Generous use of white gives an air of cleanliness.

Photos courtesy of "Modern Packaging"









Winner: (Below) Sears, Roebuck's "Silvertone" compact radio was awarded first prize in the Modern Plastics Competition, decorative division. Case is molded of Durez in either black or brown with contrasting dial. "It is," says General Plastics, Inc., "so far as we know the first compact radio with the bottom end open, instead of the back." Thus it looks equally well from the front or back, can be quickly assembled. Price is \$10 for black; \$12.50 for brown. John Morgan, SR designer, did the job.



Solid Comfort: (Left) This natural finish mahogany unit includes bookshelves with both direct and indirect light, and a free-wheeling couch which may be rolled out when necessary. One end of the couch encloses a radio and phonograph; the other end contains a record cabinet. It makes those long Winter evenings with a good book—and the band playing softly—a highly agreeable pastime. Joseph Aronson, Inc., designed and manufactures the unit.

Photo by F. S. Lincoln, N. Y. C.

"In the News" means "In Demand"



And featuring "BAKELITE" catches the eye

IT IS not surprising that so many manufacturers take pride in featuring Bakelite Materials in trade news releases about their new products, for "Bakelite" has been indicative of quality in the public mind for years past. This was proven in a country-wide survey made within the present year.

But the added sales appeal which the use of Bakelite Materials gives to a product is by no means their sole value. Their permanently rich lustre adds to the appearance of a product; their strength and resistance to heat, cold, and moisture adds to durability; and the ease with which they may be formed into the required shapes often effects production economies.

Of the many different types of Bakelite Materials there is sure to be one or more that can be used to advantage in the manufacture of your own particular product.

We invite you to consult us about these possibilities, and also to write for a copy of our new 48-page illustrated descriptive booklet 26M. "Bakelite Molded".



"Penthouse" Toaster with black Bakelite Molded handles and base, By A.C. Gilbert Co., New Haven, Conn.

BAKELITE CORPORATION, 247 PARK AVENUE, NEW YORK, N.Y. BAKELITE CORPORATION OF CANADA, LIMITED, 163 Dufferin Street, Toronto, Ontario, Canada

BAKELITE

*The registered trade marks shown above duringuish extending the format of present operation for uniformly or uniformly uniformly confidence to present operations of present operations of present operations. Under the capture 17 is the

THE MATERIAL OF A THOUSAND USES

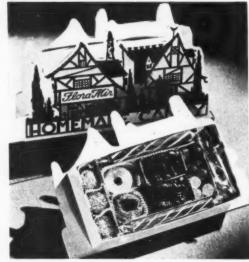
OCTOBER 20, 1936

[669]



Lightweight: The Hoover "One Fifty Cleaning Ensemble" is more than just a vacuum cleaner, say its makers. Attachments for eleaning curtains, behind couches, etc., are easy to plug in. For the first time magnesium, on e - th i r d lighter than aluminum, has been used in a household appliance. The hood is of Bakelite; the accessories of duralumin. Other features: A red warning signal flashes when the bag is full of dust and needs emptying; nozzle suction power has been increased 25% over former machines. Henry Dreyfuss was the designer.

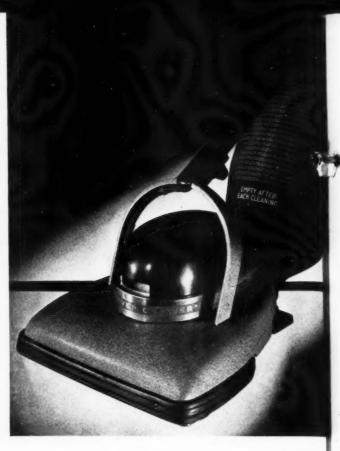
Candy Containers: (Above and at right) Flora Mir candy chain, New York, commissioned Designer A. Henry Nordhaussen to do these packages for its goodies. Above is a licorice drum box, introduced to the public by a tie-up with the New York Post's shopping contest. It "contains a wider variety of licorice pieces" than any box on the market. Empty, it is an amusing toy for a child. Children likewise will appreciate the candy house that holds lollipops, chocolate, animals, sugar sticks, etc., beneath its gay facade.



Modern Beverages: This streamlined soda water bottle is of metal, consequently it won't break. Plaskon forms the top, a new use for that versatile material. Little metal containers are provided with which purchasers may refill the bottles at a cost of less than three cents a bottle—assuredly a low price for soda water. A variety of harmonizing colors are available.

Golfer's Gift: (Below) United States Rubber Products golf ball department is ready for Christmas with these gift packages. A solid brass humidor, ornamented with a tavern scene, holds a half dozen balls. A red lacquer box holds four; it may be used later for cigarettes, jewelry, etc. A red, black, and gold wrapping dresses up two other packages for any time of year.







Longer Carbonation: Charles E. Hires Co., Philadelphia, declares that its club soda has a "recently developed process of carbonation which thoroughly impregnates the water with gas without adding any air." Consequently, "there are none of the large bubbles, due to the presence of air, which you will find in most carbonated waters." Hence the water retains its snap and sparkle for a longer time. The bottle was designed by Norman Bel Geddes, the label by L. A. Suter



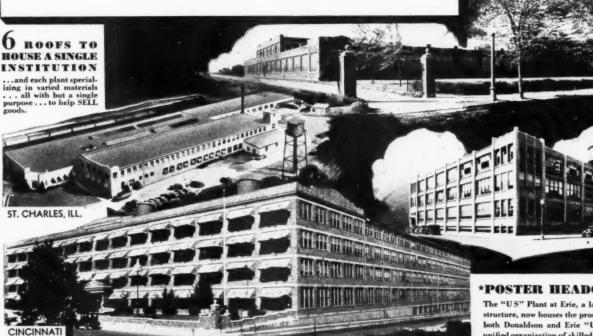
Spice: Revere Copper and Brass, Inc., designate the set above for condiments; however, it may serve equally well for jam, jelly, honey or cheese. The trio of twilight blue glass jars have chromium-plated brass covers and white catalin knobs. Three glass spoons are part of the set. The tray is chromium plated over brass.

IN

answer to the question

How to Increase Your

VERY "US" Division specializes in items designed to answer L that question. The six plants of this Unified Service institution are humming the year 'round . . . producing colorful packaging . . . eye-catching point-of-sale displays . . . posters with a selling urge . . . a complete line of sales stimulators. Speed up your merchandising plans . . . NOW . . . Call the nearest "US" office.



*POSTER HEADQUARTERS

The "US" Plant at Erie, a large modern daylight structure, now houses the production equipment of both Donaldson and Erie "U S" Divisions . . . a unified organization of skilled craftsmen with up-to-date facilities for reproducing posters and displays.

The UNITED STATES PRINTING & LITHOGRAPH COMPANY AND DIVISIONS.

HOME OFFICE: CINCINNATI, 314 Beech Street

SALES AND SERVICE OFFICES:

ATLANTA BALTIMORE BOSTON BOSTON BROOKLYN BUFFALO CHICAGO

CINCINNATI CLEVELAND DETROIT (Dearborn Station) ERIE, PA. INDIANAPOLIS

LOS ANGELES KANSAS CITY MILWAUKEE MINNEAPOLIS NEWPORT, KY. PHILADELPHIA PITTSBURGH SAN FRANCISCO SEATTLE ST. CHARLES, ILL, ST. LOUIS

- · AMERICAN LITHOGRAPHIC DIVISION
- ATLANTIC LITHOGRAPHIC & PRINTING DIVISION
- DONALDSON LITHOGRAPHING DIVISION
- ERIE LITHOGRAPHING & PRINTING DIVISION
- PALMER ADVERTISING SERVICE DIVISION
- . W. F. POWERS DIVISION
- THEO. A. SCHMIDT LITHOGRAPHING DIVISION

BALTIMORE

BROOKLYN

BUFFALO

ERIE ¥

Marketing Flashes

A Laundry List Founds an Industry — New Headquarters for Cheese — Putting Power in Display

All About Lithography

Socony-Vacuum's monthly house organ, Oil Power, instead of tooting its own horn to the point of nausea, is devoted to telling the stories of one industry's technique and history to those of other industries. Last month the issue described the growth of lithography, which "started with an actor-composer's laundry list."

Lithographically produced, the illustrations of the issue are from Forbes Lithographic Manufacturing, Boston; Stecher-Traung Lithographic, Rochester and San Francisco; and National Process, New York. National did the actual litho work. Information was supplied by the Lithographers National Association, hence is accurate, complete.

As an example of how to run a successful house organ, gain good will by having genuine information to offer, Oil Power deserves a clap on the back.

Kraft-Phenix Builds

Kraft-Phenix Cheese Corp. is to build a two million dollar plant in Chicago to serve as international head-quarters. Besides containing offices and laboratories for the company's world-wide activities (other plants are in every state and seven foreign countries), the new building will house the manufacturing of Kraft salad dressing, confectionery products, and the packaging of Philadelphia cream cheese.

With 79,000 square feet of offices, and 303,000 more feet in the manufacturing departments, the building will be air-conditioned, have glass block windows, and have special arrangements for sightseers to view everything.

Every Slam a Boost

General Electric refrigerator retailers are being furnished what the company's home appliance division considers a knock-out sales display. A boxing glove on an iron arm is operated by an electric motor. The glove punches the door of the GE refrigerator, slamming it shut. A mechanical device trips the refrigerator's foot pedal, opening the door. This goes on hour after hour, demonstrating beyond peradventure that the refrigerator can "take it." At the factory, doors have been slam-tested for 250,000 times, equal to more than 30 years of

normal use, without a smidgen of

Another GE display gadget is the "Talking Water Cooler," a standard pressure cooler with photo cell control. When a thirsty person steps up for a drink he interrupts a lightbeam. Water flows forth automatically and a sound record exclaims, "Have a drink of water on General Electric." After an interval long enough for several swallows the voice says, "Ah, that's good water. It's cooled by GE."

C. O. Hamlin of GE's specialty appliance sales division, Cleveland, designed the unusual displays.



A display with a punch.

Starts and Stops

Johnson Motor Co., Waukegan, and Outboard Motors Corp., Milwaukee, have merged into Outboard Marine & Manufacturing Co. The present competitive lines of outboard motors, Elto-Evinrude and Johnson, will continue on an independent basis in all respects. Dealerships and distributorships will not be consolidated. However, directors of both old companies believe that the merger will save production, overhead and administrative costs, and further advance sales volume, which is already larger than for former years.

Lansing Thoms is named assistant gen. sales mgr. of Graham-Paige Motors. He has been with the firm for nine years; most recently as national director of sales districts. Del N. Larson, former western s.m., succeeds Mr. Thoms in the last-named

H. W. Stansbury is appointed ad mgr. of McKesson & Robbins liquor division. He used to be director of copy for Barron G. Collier and with the J. P. Muller agency.

Chicago Pneumatic Tool Co. ap-

Chicago Pneumatic Tool Co. appoints W. C. Straub asst. to the executive v.-p. He was mgr. of the New York branch office.

W. H. Lowe, v.-p. and gen. mgr., becomes president of The Paraffine Co., Inc., succeeding R. S. Shainwald, who moves up to chairman of the board. Mr. Lowe has been with the firm 32 years; Mr. Shainwald, 44.

E. K. Lucas, for the past eight years with National Enameling & Stamping Co., Milwaukee, and for the past five years ad mgr., resigns to become v.-p. in charge of sales of Pohlman Studios, Milwaukee commercial photographers.

Shell Sells

Shell Oil Co. discovered that most cleaning fluid containers are no beauty prize-winners and that therefore they are frequently shoved back in dark corners and not used. When a product is seldom used sales decline. The answer, obviously, was a container that wouldn't be an eyesore.

Good looks for display value in service stations and stores where Shell spot remover is marketed, a slip-proof grip, and a design that suggested cleanliness, were the specifications dumped in Owens-Illinois Pacific Coast Co.'s lap. How these requirements were met may be seen in the photograph.

The fluted design of the Shell emblem was embodied in the bottle. By spraying the bottles with orange color all over and annealing this on the glass surface, the trade-mark was further brought to the fore. Shell liked the spot remover bottle so well that the same design was adopted for its furniture polish.



Not ashamed of these.

NEW HIGH IN

CIRCULATION

NO CHANGE IN

RATIES

Fawcett Women's Group Average Net Paid Circulation 3rd Quarter 1936 is 2,243,534 . . . Page rates remain at \$3400 . . . Rate per page per thousand, \$1.70

There are no immediate rate increases contemplated for Fawcett Women's Group at this time.

Today, more than ever before, Fawcett Women's Group offers the most outstanding advertising buy in the women's magazine field. Publisher's Estimates (accurate within one-half of one percent) show a 3rd quarter 1936 net paid average circulation of 2,243,534 . . . a bonus of 243,534 over and above its ABC guarantee of 2,000,000.

No circulation drive has been made to attain this increase. None will be made to hold it. Fawcett Women's Group circulation increases have always been, and will continue to be, the result of steady, *natural* growth!

CIRCULATION 3rd QUARTER 1936

July, 1936				2,101,687
August .	٠	٠		2,219,645
September	•			2,409,269
Average			9	2,243,534

Advertising rates remain at \$3400 per page. Rate per page per thousand readers on guaranteed circulation stays at \$1.70 . . . on actual delivered circulation, it drops to \$1.52 — by far the lowest of any major women's magazine or Group!

FAWCETT WOMEN'S GROUP

Motion Picture Movie Classic Screen Play Screen Book Hollywood True Confessions Romantic Movie Stories Romantic Stories

1501 Broadway, New York • 360 North Michigan Avenue, Chicago • Simpson-Reilly, 536 South Hill Street, Los

Angeles • Simpson-Reilly, 1014 Russ Building, San Francisco • George M. Kohn, Inc., Walton Building, Atlanta

Speakers at Boston Conference Stress Consumer Attitudes

T the eighth annual Boston Conference on Distribution, held at the Statler September 29 and 30, the range of topics covered by the speakers ran the gamut of all distribution problems, but understanding the Robinson-Patman Act came in for the most attention. Excerpts follow from some of the outstanding speeches on these subjects.

BY BERNARD LICHTENBERG

The Public Relations Institute

"Aspects of Public Relations"

Never in recent years has the attitude of the public toward corporations been so important to the executives of these corporations as today. The direction of public opinion is therefore of paramount importance. In the course of his talk, Mr. Lichtenberg said:

"Not so many years ago the nearest thing to the modern public relations counsel was the press agent who a little later developed into what is generally known as a publicity man. There still are many publicity men whose conception of their job is to get free space in the newspapers and magazines for material which belongs in the advertising columns at paid space rates, and companies would be well advised to place that kind of company 'news' there. The day of the press agent is practically gone; that of the publicity man is fast going. Now conditions have arisen which require new techniques, new points of view. The result is the development of the public relations man who bears no more resemblance to the press agent and publicity man of a decade ago than a modern dentist bears to a barber of the Middle Ages.

"How do businesses get misunderstood and misinterpreted? What gets them out of step with the public? Well, for one thing, they may altogether fail to get the credit they deserve. In consistently advertising their products they may wholly fail to advertise themselves. What did the Amoskeag Mills make? Do you know? Does your wife know? What did the Ipswich Mills make? Or, to take some living examples, just quickly tell me the names of the firms that manufacture Lifebuoy soap, Ipana toothpaste, Sunbrite cleanser, Old Gold cigarettes, Seven Crown whisky, Shredded Wheat biscuit, Swansdown flour? What publishing house brought out 'Gone with the Wind?' or 'Anthony Adverse?' If the makers of even half the things you buy have impressed their names on you, you are exceptional. But even where you do know the manufacturers' names, can you think of other things which they make? Can you definitely remember anything which any of these manufacturers has done about its relations with its employes, about research to improve the value of its products, about elimination of the spread between

the retail price you pay and the price it pays to the farmer or miner who produces its raw materials?"

BY GILBERT H. MONTAGUE of the New York Bar

chandising under the Robins

"Merchandising under the Robinson-Patman Act"

Space does not permit the publishing of Mr. Montague's complete address but the following excerpts from his talk, dealing with penalties against both receivers and givers of unlawful discrimination, are of particular interest:

"There is no standardized form or public record of the price schedules of any of the suppliers, and the price schedule of each supplier is so multifarious, and the price changes are so frequent, that it is seldom possible to assume that any purchaser necessarily knows when he is receiving a price that departs from his supplier's price schedule.

"Under the Interstate Commerce Act, every departure from a filed railroad rate can reasonably be assumed to be an unlawful discrimination, but under the Robinson-Patman Act a departure from a seller's price schedule is by no means always an unlawful price discrimination, and in many cases can be proved to be an unlawful price discrimination only after intensive and protracted investigation.

"To prove that a purchaser has knowingly received or has knowingly participated in an unlawful price discrimination will always be difficult at best, and is certain to be rendered still more difficult by the resistance which the purchaser will present, in consequence of provisions in the Robinson-Patman Act and the Clayton Act which make such a purchaser liable to criminal prosecution and injunction suit by the Attorney-General, and to proceedings by the Federal Trade Commission, and to suit for three-fold damages by injured competitors or customers, if it is proved that the purchaser knowingly received or knowingly participated in an unlawful price discrimination.

"Sponsors for these provisions in the Act, directed against purchasers who knowingly receive or knowingly participate in unlawful price discriminations, have boasted that these provisions ought to be importantly effective to protect a seller from 'buyer pressure,' and that the word 'knowingly' does not impair this protective value to the seller, because the seller has only to inform the purchaser of his prices to other and competing purchasers, if the purchaser does not already know such prices.

"It is contrary to all selling psychology, however, to assume that a seller who is fiercely competing with other sellers for a purchaser's patronage is going to put his prospective purchaser on the spot, by making statements to the purchaser which may render the purchaser liable to criminal prosecution, injunction suit, Federal Trade Commission proceedings, and suits for three-fold damage by injured competitors."

BY WILFORD L. WHITE

Chief, Marketing Research Division, Bureau of Foreign and Domestic Commerce

"Where Does the Consumer's Dollar Go?"

Prior to giving a detailed analysis of consumer expenditures, family budgets, the movement of consumer goods and the allocation of expense, Mr. White gave the following summary of consumer changes in the U. S.

"This large group of 128,000,000 consumers is subclassified into nearly 32,000,000 families, each one containing slightly more than four people. That is, a typical family today is a father and mother and a son and daughter, with every one-hundredth family having a third child or supporting a grandparent, an aunt, or a non-relative.

"The makeup of the family has changed indeed. With fewer people in each unit, houses are smaller, there are more apartments, purchases are made more frequently in smaller amounts. Convenience of location and wide selections become more important. The individual has a greater opportunity to express himself by buying exactly what he waste.

actly what he wants.

"The individual himself is changing. With a declining birth rate, the proportion of babies and young people is declining. With a declining death rate, older people are living longer. Fewer births and fewer deaths result in an older nation of consumers. In other words, the enthusiastic, sometimes thoughtless buying of youth is gradually giving way to the cooler, more calculated decision of experience. In about 25 years from now, 40% of our citizens will be 40 years of age or over; 10% will be 65 or over, according to estimates by the National Resources Board. We are now told by men who are studying this question that the time is not far off when we shall have a stabilized population, possibly an actual decline in our numbers.

"Together with these shifts in family and individual characteristics and location have come significant changes in occupations. In 1910, almost 33% of our gainful workers were classified by the Bureau of the Census as working in the field of agriculture. By 1930, the proportion dropped to 21%. During this time, the proportion of the total employed in industry and transportation and communication remained about the

"The proportion of gainfully employed in the wholesale and retail trades, however, increased .3% by 1930. Similar increases of .2% for professional services and .4% for clerical occupations also occurred during the same interval. Recognizing minor shifts in the other classifications, almost the same proportion of employed people that was lost by agriculture was absorbed by the trade, professional service, and clerical classifications.

"A decrease in the size of the family, an increase in the average age of the individual, redistribution geographically, stabilization in numbers, and a shift in occupations are bringing and will continue to bring about fundamental changes in buying habits and distribution policies and methods. In my opinion, these changes will bring on keener competition among the products already on the market; they will stimulate the introduction of new competing products."

UNAFRAID

UNADORNED UNQUALIFIED

It is only the strong that dare test their strength. It is only those whom the truth cannot harm that invite and publish the truth * * * The sole purpose of the Controlled Circulation Audit was to make known the true facts - "unafraid, unadorned, unqualified"— about controlled circulations, to make them known by means of a periodic and responsible audit * * * C.C.A. is an independent organization to audit controlled circulations and to do nothing else. The purpose of this advertisement is to tell you that controlled circulation need no longer be purchased on either hope or promise. Publishers of the media listed below can show you C.C.A. audit reports for their circulations. C.C.A. insignia on their mastheads, rate cards and above their listings in Standard Rate and Data should be your guide to known value.

This Advertisement Is Sponsored and Paid for by the Following C.C.A. Publications

AGRICULTURAL LEADERS

AIR CONDITIONING Combined with OIL HEAT

BETTER ROADS

COMPRESSED AIR MAGAZINE

DRAPERY PROFITS

DRUG TOPICS

EARTH MOVER

ELECTRICAL DEALER

ELECTRIC LIGHT & POWER

EXCAVATING ENGINEER FLEET OWNER

GOLFDOM

GRAPHIC ARTS MONTHLY MEDICAL ECONOMICS

HOSPITAL TOPICS & BUYER METAL CLEANING & INDUSTRIAL EQUIPMENT

NEWS

INDUSTRIAL POWER

INDUSTRY & WELDING JOBBER TOPICS

LIQUOR STORE &

DISPENSER

ELECTRICAL MANUFACTUR- LUBRICATION & MAINTENANCE MACHINE DESIGN

MACRAE'S BLUE BOOK

MEAT

FINISHING

MILL & FACTORY

MODERN MACHINE SHOP

MODERN PLASTICS

NATIONAL JEWELER

ORAL HYGIENE

POULTRY SUPPLY DEALER TIRES

POWER WAGON

PRINTING INDUSTRY

PROGRESSIVE GROCER

RAND McNALLY BANKERS

MONTHLY

RUG PROFITS

SHOE STYLE DIGEST

SODA FOUNTAIN

SUPER SERVICE STATION

SYNDICATE STORE **MERCHANDISER**

WOOD PRODUCTS



CONTROLLED CIRCULATION PUBLISHERS

OCTOBER 20, 1936

[675]

A.N.A. Hears Patman and Moley

(Continued from page 660)

How much regulation by government can business stand under a democracy? The answer is: "A lot." The answer, more answer is: "A lot." Ine answer, fully is: "Business is going to have to be answer is:

"Business is going to have to be able to stand a lot, no matter who is elected, now or in the future, because it's going to get it." The answer still more fully is: "Business can stand regulation by government such as ours up to the point where the regulation ceases to help business serve the public better and begins to strangle business activity, up to the point where the regulation ceases to promote the fruitful co-operation of all groups in our society and begins to destroy the productive process

Business accepts regulation more or less cheerfully if the ultimate purpose is to promote and facilitate the growth of production, distribution and consumption. for example, regulation is imposed for the same general purpose for which traffic is regulated-in order to promote and increase the flow of activity, rather than to restrict the flow of activity, rather than to restrict it—regulation is beneficial and a spirit of cooperation grows up between those who regulate and those who are regulated. When economic life was simple, regulation was unnecessary. When it became complex, regulation became imperative—not alone to protect the public against the occasional abuse of business, but to provide Marquis of Queensbury rules for business itself. Without them, modern business is impossible

This "Business Statesmanship"

Anti-business sentiment cannot be met by merely cussing or changing politicians. The politician by profession sells something to the public only after he is convinced that the public wants it. Anti-business senti-ment cannot be stopped by slush funds, either. Anti-business sentiment cannot be met by the ganging up of business. That merely produces ganging up outside and results in the very class conflict that we all

The first element of statesmanship needed in business is that rare skill, possessed by such masters as Gladstone and Lloyd George, which achieves, somehow, the coordination and correlation of conflicting and diverse human factors.
The second essential of business states-

manship is a new conception of the relation of business to government.

Business deserves an honored place in the councils of both parties, if those parties are really to represent the collective interests of democracy and not the political equivalent of class war.

In the last analysis, the business man himself is the only proper representative of his cause before the Administration and before the committees of Committ before the committees of Congress. Any Congressman would tell you this. Making contacts with government is a function that

the business man must learn for himself.
The third essential of business statesmanship—and the most important—is a
knowledge of the means by which public confidence can be secured. I need not dwell upon this in the presence of men who have made it their life's work, except merely to say that, despite the development of advertising technique, the politician smashes through to the public consciousness with greater force and greater directness than the advertising art in business has yet been able to achieve.

Business has an enormous advantage in



Pictures, Inc. Today's Raymond Moley, highlight speaker

job of winning the confidence of the public. No politician and no government can make a more abundant life. Government, through law, can divide what is already there. But only in a slight degree can it increase what is there. Government is not a machine for production. It is a mechanism for the adjustment of the elements in production, consumption and distribution. The most bountiful of all Lady Bountiful governments provides only an infinitely small proportion of that which flows into human life and makes it

The creation of new means toward a better life lies with the leaders of business. They have mastered the art of production. They are fast learning to master the art of distribution. They are just beginning to learn the greater art of teaching the public the public benefits of the things they are doing. Examples are multiplying in the past few months of this kind of public relations. But more are needed.

But while the task of telling the public that it, as well as stockholders, profits from business enterprise is your first task, there is a larger one still ahead. Make no mis-take about it. You must sell the system as well as the products of the system.

Other Speakers, Other Business

The first day of the Convention was given over entirely to closed sessions, at which reports of the officers and of standing and special committees were submitted and discussions had on a number of timely subjects. While the Government Relations Committee reported, among other things, on the Robinson-Patman Act, it is understood that no direct recommendations were made and no direct action concerning it was deemed advisable until such time as more comprehensive interpretations are available. comprehensive interpretations are available.

A. C. Nielsen, president of the company

bearing his name, was the first speaker at the open sessions. His talk included presentation of numerous charts and graphs, all of which demonstrated the importance of obtaining retail sales data by brands and on a localized basis in order to make (1)

for improved sales management, (2) for more effective correlation between advertisfor effective correlation between advertising and sales and last, but not least, (3) for effective appraisal of the actual sales effectiveness of specific advertising campaigns. Mr. Nielsen's company secures store audits in the food and drug fields and data derived from such audits were used by him to prove that manufacturers are often misled by factory sales when these are not checked against consumer purchases. are not checked against consumer purchases. He pointed out that so-called pantry and bathroom inventories are often faulty because they do not take due account of the rate of consumption in the home where rate of consumption in the home where inventories of competing items may be approximately equal, but where monthly consumption varies by several hundred per cent. He closed with a plea that industry spend more money on market research in order that progress in distribution may keep better pace with what the expenditure of much larger sums on production research is doing to further progress at the produc-

Walter E. Thwing, head of his own agency which specializes largely in mail order advertising which demands specific results, talked on the ways and means of

checking results of advertising campaigns.

Mr. Thwing emphasized the point that no publication media should be primarily designed for advertising rather than informa-tion, education and entertainment. He holds that purchasers of advertising space should make no small study of the real reader interest in a given publication as distinguished from numerical circulation results which may have been obtained by high pressure methods. In this connection he advises thorough study and complete investigation of the data appearing on Page 2 of the ABC circulation reports.

William A. Blees, vice-president and general manager of J. Stirling Getchell,

Inc., New York advertising agency, talked



Blank-Stoller

Re-elected A.N.A. president: Paul B. West

stimulatingly on the broad subject of these changing times, but with specific reference to distribution and advertising. He illus-trated his broad theme with specific ex-amples of revolutionary changes which have occurred in the production of several products and also in the distribution thereof, the latter including the automotive, petro-leum and cigarette industries. He went on to say that parallel changes of a revolutionary character are occurring in the public



8 BILLION MILES from HOME

8,872,001,000 miles—to be exact! That is how far the families who read The American Home drive their cars in one year.

That is what The American Home market means in terms of new cars . . . in terms of gas, oil, tires, antifreeze, batteries, and so on.

It's quite an amazing figure—particularly when you realize that these people are not an assortment of trailer addicts or tin can tourists. They are actually homebodies. They drive those eight billion miles from home... from home to the station, to the grocery store, to school and church and the movies

and maybe off on a couple of weeks' vacation in the summertime.

Is it hard to reconcile these facts with the fact that The American Home readers are really stay-athomes... people who have homes, love their homes, spend money on their homes?

We think not. The answer seems to be that the Home Market is just naturally a market of superlatives — whether you translate it in terms of cars or carpets, soaps or cereals. And that, perhaps, is why The American Home is doing such a

superlative job for its advertisers.

THERE'S NO PLACE LIKE

AMERICAN HOME

America's No. 1 medium for advertisers who sell anything for the home

Business Census Retail Sales by States: 1935

STATES	NO. OF STORES	SAL	.ES	EMPLOYEES (Full time and Part time) Average for yr.	PAY ROLL (Add 000) Total	AVERAG
		Amount (Add 000)	% Gain Over 1933			PAY
Alabama	22,083 5,160	\$335,127 116,643	34 53	42,238 12,704	\$30,140 11,979	\$713.58 942.93 692.19
Arkansas	18,276 100,911 14,259	239,870 2,312,183 295,447	33 37 27	27,962 259,192 33,178	19,355 271,385 28,915	1,047.04 871.51
Connecticut	24,377	556,630	29	63,888	66,462	1,040.29
	4,292	73,175	26	8,604	7,706	895.63
District of Columbia	6,427	327,299	36	41,527	43,291	1,042.48
Florida	24,232	421,249	48	56,758	45,694	805.07
Georgia	31,310	484,687	37	66,878	46,953	702.07
idaho	5,853	139,536	60	12,976	12,570	968.71
	97,646	2.077,222	20	259,107	249,632	963.43
Indiana	42,423	774,303	36	97,119	80,705	830.99
lowa	38,932	646,211	35	72,708	55,590	764.57
Kansas	27,348	445,892	35	52,222	39,542	757.19
Kentucky	29,254	386,722	27	48,374	36,821	761.17
	23,147	341,854	29	49,737	36,559	735.05
Maine	12,694	231,048	25	24,561	21,816	888.24
	22,935	449,253	17	58,118	51,035	878.13
	55,480	1,487,485	24	184,369	180,664	979.90
Michigan	61,827	1,384,590	46	162,765	151,772	932 46
	37,397	815,954	39	92,033	81,426	884.75
Mississippi	15,106	177,270	26	23,273	15,603	670.43
	50,350	921,586	21	121,119	101,750	840.08
	7,928	188,951	68	17,596	18,592	1,056.60
Nebraska Nevada New Hampshire	18,906 1,664	358,637 42,795	31 49	40,945 4,138	32,980 4,787	805.47 1,156.83
New Hampshire	7,186	151,052	35	16,092	14,710	914.12
New Jersey	67,739	1,215,723	20	136,342	140,132	1,027.80
New Mexice	4,781	87,583	62	9,204	8,095	879.51
New York	204,009	4,579,085	22	503,983	550,026	1,091.36
	29,438	462,613	27	60,150	44,082	732.87
North Daketa	9,015	150,015	39	14,037	12,108	862.58
Ohio	93,076	1,962,396	36	241,969	218,416	902.66
Oklahoma	25,950	430,281	26	53,160	41,325	777.37
Oregon	15,345	335,318	49	34,990	33,771	965.16
	129,480	2,497,849	33	316,135	277,330	877.25
Rhode Island	9,037	217,562	30	28,512	27,206	954.19
	16,641	246,077	32	32,965	22,489	682.21
	9,573	146,078	38	15,521	11,945	769.60
Tennessee	27,443	482,731	46	61,478	46,807	761.36
	71,234	1,288,086	33	159,253	126,817	796.32
Jtah/ermont/irginia/	5,822	131,241	43	16,559	14,534	877.71
	4,945	98,699	26	10,011	8,698	868.84
	26,724	470,613	31	57,990	48,439	835.29
Washington	24,970	524,760	42	56,890	55,836	981.47
	18,938	330,269	35	36,899	31,114	843.23
Wisconsin	44,049	868,590	39	96,423	83,451	865.47
	3,469	82,029	47	7,275	7,343	1,009.35
Total United States.	+8%	32,790,267	31%	+14%	+23%	915.26

(Percentage figures in United States total are 1935 over 1933.)

Retail sales in the United States as a whole totaled \$32,790,267,000 in 1935, a gain of 31% over 1933. The number of stores was found to have increased 8% over 1933, employes 14% and pay rolls 23%.

Percentage increases indicate a healthy and substantial business recovery. The relationship of pay rolls to volume is particularly significant.

The sales volume for 1935 was 67% of that for 1929, the pre-depression year, when sales totaled \$49,114,653,000.

The Mountain states had the largest gain in business over 1933, with an increase of 47%. Pacific states were next

with 39% increase. Sales in the East South Central states increased 35%, East North Central, 33; South Attlantic, 32; West North Central, 32; West South Central, 31; New England, 27 and Middle Atlantic, 25%.

The Atlantic seaboard states accounted for 35% of the total retail sales in 1935, and the Middle Western states for 32%.

The West South Central states of Arkansas, Louisiana, Oklahoma and Texas did 7% of the total business; the East South Central, comprising Alabama, Kentucky, Mississippi and Tennessee, did 4% of the total; the Pacific Coast states 10, and New England 3%.

mind and that there is great need today not only to take due account of the changes in distribution, but also of the changing minds of the ultimate consumer.

Mr. Blees pointed out that advertising cannot be expected to make up for faulty products, bad pricing or ineffective distribution policies. He stressed the need for advertising to be developed from within a business and not merely be based on ideas

brought from outside. It is his belief that 1937 will probably witness greater advertising competition than the country has ever seen and that while advertisers must realize that the public generally is more intelligent and better informed than was true some years ago, advertising copy must nevertheless be hard boiled, factual and attention commanding. He recommended the use of more frequent insertions of smaller sized

space as against comparatively infrequent insertions of large units, explaining that actual tests prove this to be so. Lee H. Bristol, of Bristol-Myers Co., re-

Lee H. Bristol, of Bristol-Myers Co., reported as chairman of the board of the Advertising Research Foundation, the activities of which are sponsored jointly by A.N.A. and the American Association of Advertising Agencies. He explained that the full report will not be ready for publication and release until around the first of the year, but indicated that studies by the Foundation are being vigorously carried forward under such headings as (1) copy testing, (2) checking of window display values and (3) uniform definition of retail trading areas. At the conclusion of his talk, Mr. Bristol called on Dr. Virgil D. Reed, assistant director of the Bureau of Census for additional data as to what it is currently doing which fits in cooperatively.

Palmer Talks on Co-ops

Prof. J. L. Palmer, of the University of Chicago, spoke on consumer cooperatives. He feels that the Robinson-Patman Law tends to raise prices, widen the spread between production cost and consumer price and thereby increase the competitive opportunity of consumer cooperatives. He does not believe consumer cooperatives have as yet become an important competitive factor in American business, but holds that what he refers to as the anti-social practices of private enterprise tend to stimulate the growth of cooperatives. These practices, he said, include (1) price fixing, (2) freezing of the distribution structure by agreement between distributors or trade groups, (3) misleading advertising and merchandising, (4) use of advertising as an instrument of monopoly and (5) other unfair competitive practices.

unfair competitive practices.

Prof. Malcolm P. McNair, of Harvard University, addressed himself more directly to the Robinson-Patman Law and in no uncertain terms labels it as being as unworkable and indefinite as was true of certain phases of NRA. However, he blames business in no small degree for the growing trend toward increased governmental regulation because of its failure to take due account of the changes in the field of distribution and through the use of trick devices of one sort or another to avoid straight-out price concessions.

Dr. Willard Thorp, director of economic research for Dun & Bradstreet, preceded Congressman Wright Patman at the Saturday session, which was exclusively devoted to the Robinson-Patman Law. He presented an illuminating review of both the practical and legal phases of the law and in quite a few respects revealed a much more realistic understanding of the way the law is working out than was true in the case of the co-author of the law.

Other speakers appearing at the closed main session and the closed departmental sessions included Dr. Miller McClintock, director of National Window Display Research; Milo J. Sutliffe, director of sales, Doubleday, Doran & Co.; Peter Hilton, advertising manager, National Hotel Management, Inc.; W. S. Townsend, of Townsend & Townsend, and David Lawrence, of the U. S. News.

At this convention (by the way, well attended) A.N.A. abandoned its usual practice of holding a formal banquet with one or two notable speakers. The affair this year was known as the "Ad-Ribbers Dinner," and provided much amusement because of the amusing cracks it took at agents, advertisers and publishers. Douglas Meservy was responsible for the show and Columbia Broadcasting Co. for the talent.



WHY YOU SHOULD BUY

POLYGRAPHIC LITHOGRAPHED SALES DISPLAYS

- POLYGRAPHIC IDEAS . . . Original. Stimulating. Powerful. Arresting. Created to stop the customer in her tracks and to make her want to buy. Conceived by men with years of proved experience in merchandising, advertising, and selling—by men whose ideas have sold millions at the point of sale . . . Invest your display dollars in Polygraphic ideas!
- POLYGRAPHIC QUALITY . . . Exacting. Well-known. Proved. Expert craftsmen, working with the most modern lithographic equipment obtainable, produce displays that set a new high in technical skill of reproduction . . . Spend your display dollars wisely for Polygraphic quality!
- **POLYGRAPHIC SPEED** ... Exceptional. Trouble-free. Around the clock. This modern plant, operating day and night under perfect lighting conditions, can produce your sales displays when you need them, for seasonal or "over-night" use ... Put your display dollars to work with Polygraphic speed!
- Polygraphic Ideas, Quality, Speed, and Prices demand your immediate attention. Write us or call MUrray Hill 4-1200 on your next display.
- POLYGRAPHIC PRICES ... Low. Low because of modern, time-saving, efficient equipment. Low because of day-and-night operation. Low because of skilled production ... Stretch your display dollars with Polygraphic prices!

POLYGRAPHIC COMPANY OF AMERICA, INC.

Creative Offset Lithographers

310 EAST 45th STREET, NEW YORK

OCTOBER 20, 1936

[679]



EDIA AND AGENCIES

Autumn Brings a Bustle of Activity to Publications and Agencies — Life Succumbs to Time's Advances

Merger

Publishers' Information Bureau, Inc., whose magazine and linage figures are a monthly feature of SALES MANAGEMENT, has absorbed National Advertising Records, Inc., and the merged service will be released to subscribers in the convenient looseleaf form familiar to P.I.B. subscribers.

The Bridges and San Francisco

Louis C. Boone of the San Francisco Examiner went to 12,469 Northern California women to find what will happen when the city joins the mainland through the opening next month of the great \$77,000,000 San Francisco-Oakland Bay Bridge. A few months later the mile-wide barrier of the Golden Gate will also vanish with the opening of the \$35,000,000 Golden Gate Bridge. Nearly half a million families who, at present, must adjust their trips to San Francisco to meet ferry schedules will suddenly find that they can drive into or out of the city at any time during the day or night that they desire.

The results of the investigation have just been published in a 40-page report entitled, "How Will the Bridges Affect San Francisco Business?" Among the principal conclusions is an estimate of a 60% increase in retail purchasers, of which four-fifths will come from territory now outside the present suburban area; an estimate of a 54% increase in the use of automobiles by women for shopping trips; and an estimate that only 6% of San Francisco's families will move out of the city as a result of the

bridges.

Life to Time-Fortune

With the November issue, Life will terminate a career of 53 years as a humorous publication. Time, Inc., which for months has been perfecting plans for a picture magazine which was tentatively labeled "Show Book," has taken over the magazine, and Henry R. Luce, president of Time, Inc., announces that the first issue of Life, a new magazine, will be dated Monday, November 23.

Life, while fundamentally a magazine of humor and satire, nevertheless maintained through its long life the policy of championing or damning some issue, vital or trivial, with amazing force and tenacity. These issues ranged from a crusade against tight check-reins on horses down through the nation-wide campaign it conducted against prohibition. The new size of golf balls brought down Life's wrath in as venomous an attack as it waged on Tammany back in the eighties. Since the war, Life's moments of optimism have been increasingly few, paradoxically the brightest being its final four years under George Eggleston and Gurney Williams, editors for publisher Clair Maxwell and treasurer Henry Richter who bought Life in 1932.

Time made news also last week by being

Time made news also last week by being the only magazine chosen by the Democratic National Committee to receive a page paid advertisement directed to business men and urging them to contribute to the Roosevelt campaign on the ground that "your contribution will be 'good business' from the standpoint of good business."

Scripps-Howard Dominates Memphis

The Scripps-Howard newspapers announced last week the acquisition of ownership and control of the Memphis Commercial-Appeal, one of the South's oldest and leading newspapers. The sale of the property included transfer of radio stations WMC and WNBR. Scripps-Howard also operates the Memphis Press-Scimitar, the only afternoon newspaper in the city. The Commercial-Appeal likewise has no morning competitor.

Picking a Winner

The New York Woman marked its onemonth milestone with a presentation of sterling silver ash trays to every advertiser who had used a quarter-page or more in the publication since its start. In explaining the plan, William E. Wheeler, president of the publishing company, pointed out that only a few alert advertisers seemed to recognize a sound new medium when it first appears. He cited the New York Daily News, the New Yorker and Time as cases in point. "If," he said, "everyone who claims to have picked a winner and advertised in the early numbers had really done so, not one of those publications would ever have had a single worry."

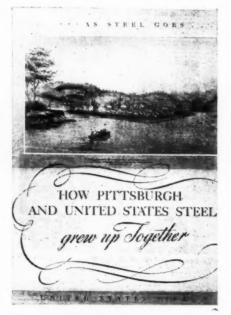
United Front for Newspapers

At the Newspaper Advertising Executives Association meeting in Chicago on October 13, Frank E. Tripp, general manager of the Gannett newspapers, reported on the plans for setting up a united front program of action. The report recommends that all American newspapers become active mem-



Fawcett men claim to have eaught this swordfish off Montauk Point last week, claim also that it weighed 265 pounds. No A.B.C. verification of figures. L. to R.—Fred Saffen, Chicago; A. E. Norman and H. W. Grathwohl, New York; Ralph Mattison and William Kostka, Greenwich.

bers of the new body and that a general selling force be set up with regional forces which would report to the central agency. Effort for one year, it suggests, should be confined to the larger advertising appropriations. The institute would supply to every newspaper an advertising portfolio to be used by its local advertising department. An annual budget of \$400,000 for the organization is proposed. This sum would be one-quarter of one per cent of the gross general advertising revenue of American newspapers.



A great corporation grew misty-eyed . . .

Post-Gazette's 150th

The Pittsburgh Post-Gazette, established by John Scull in 1776, celebrated its 150th anniversary last month with a 112-page issue and 522 display advertisers. The United States Steel page reproduced above is typical of many which reviewed the fascinating history of the city.

Sellers of Advertising

Twenty-two True Story salesmen attended the October convention of the group. Announcements were made of a new all-time high circulation guarantee of 2,200,000 and eight months of 35% to 40% advertising gains. . . . Leslie R. Gage has joined the Chicago sales staff of Macfadden Women's Group and will cover Northwestern territory and southern Ohio. . . . Restaurant Management completed its eleventh year of publication with an October issue which is the largest in the history of the publication.

Its sister publication, Hotel Management, published in October its largest issue in 59 months.

Radio Promotion

Last month Station WEEI, owned by the Edison Electric Illuminating Co., of Boston, became a Columbia Broadcasting System outlet. The transfer of the station to CBS was not only promoted in newspapers and magazines but every wired home in the Boston area received a complete listing of programs through a booklet delivered by mail at home. . . The Mutual Broadcasting System points with pride to a 103.8% increase in time billings in Santombas. increase in time billings in September as compared with the same month a year ago. Station WIRE, Indianapolis, has organ-

ized a complete merchandising service, which is now available to both spot and national advertisers, under the supervision of L. L. Jaquier, station manager. . . . Representation for KMBC, of Kansas City, by Free & Sleininger, Inc., did not end on September 30, the termination date of the contract, as previously announced.

McGehee's Promotion

Francis N. McGehee has been promoted to the central division office of the Scripps-Howard newspapers with headquarters in Cleveland. Leo McPherson, formerly as-sistant to Mr. McGehee, has taken over his post as national advertising manager of the Cleveland Press.

Agency Notes

At a recent meeting of Continental Agency Network the following regional vice-presidents were elected: A. H. Fensholt, Fensholt Co., Chicago; F. B. Leedom, LaPorte & Austin, New York; William S. Walker, Walker & Downing, Pittsburgh; Enno D. Winjus Anfanger Advertising Walker, Walker & Downing, Pittsburgn; Enno D. Winius, Anfenger Advertising Agency, St. Louis; John P. McCarthey, Hughes, Wolff, Rochester; Elmer S. Horton, Larchar-Horton, Providence; F. W. Weeks, Brewer-Weeks, San Francisco; Theodore Daken, Daken Advertising Agency, Seattle; H. W. Scott, Scott-Telander, Milwaukee; W. F. Hannaford, Dan B. Miner Co., Los Angeles. Miner Co., Los Angeles.

Ben Duffy, vice-president, formerly in

charge of media, will head all activities in the New York office of Batten, Barton, Durstine & Osborn, which have to do with analyzing markets, sales distribution and media. Associated with Mr. Duffy in these activities will be J. Davis Danforth, George T. Eager, Norwood Weaver, Frederick E. Wester, and Brooke Alexander. William J. O'Donnell, for many years assistant space buyer, will be in charge of the media de-partment. William M. Strong and A. E. Aveyard have been elected directors of the agency.

John E. Wiley and Frederick B. Duncan, vice-presidents of Fuller & Smith & Ross, Inc., have moved from the Cleveland to the New York office of that agency, and C. T. (Bill) Williams has joined the New York staff . . . Chet Crank has been appointed vice-president in charge of the new Pacific Coast office of Fletcher & Ellis, Inc.

Account Changes

McKesson & Robbins National Liquor Division to Gardner Advertising Co. . . . Connecticut General Life Insurance Co. to James Thomas Chirurg Co. . . . Amouroux, Inc. to United States Advertising Corp. . . A. H. Rice Co. to Calkins & Holden. . . Independent Grocers' Alliance and the Dina-Mite Co. to Charles Daniel Frey Co. . . Jung & Wulff to Albert Frank-Guenther Law, Inc.

VILLAGE OF ANTIOCH SLOW DOWN TO 20 MILES

U. S. Route 222 yields to Main Street . . . comfortable homes . . . spacious lawns . . . a pleasant town * * "Slow Down!" * * What manner of people live here? Can they buy? * * Consider Fred Perkins, who fills your tank with gas . . . stained overalls . . . face smeared with grease . . . but eyes bright with confidence * * Fred owns the garage . . . he's making money . . . home paid for . . . signature good at the bank . . . social standing unimpeachable * * Grease hides the real Fred . . . he can buy your goods . . . so can his neighbors * * No extremes of wealth and poverty . . . living habits . . . ideas . . . in this town * * Fred and his family read GRIT . . . typical of the 550-000 families who read it . . . in 16,000 small towns * * Ninety-five per cent buy GRIT at their homes . . . from GRIT'S own representatives . . . every Friday or Saturday . . . price 5c a copy * * Readers get a lot for their money . . . a complete news review . . . plenty of good fiction . . . household helps . . . cooking suggestions . . . fashion news . . . health and beauty aids . . . child care . . . sports . . . comics . . . a wide variety of illustrated magazine articles * * Entertainment and instruction for the whole family * * For 54 years . . . GRIT has made friends of small town people . . . produced results for advertisers * * Let GRIT make friends for you . . . and produce new sales . . . in the small town market * *



WILLIAMSPORT, PA.

FTC's First Interpretation of Robinson-Patman Act to Come Next Month

Complaints against Kraft-Phenix, Montgomery Ward, etc., due for decisions; Food and Drug law being re-drafted; breathing spell precedes Government Contracts hearing.

Washington, October 13

OVEMBER with its Thanks-giving Day may bring a slight measure of relief to the worried business man. It will bring relief particularly to those whose business tangles have mutiplied since the Robinson-Patman Price Discrimination Act became law, who haven't known how to proceed, couldn't honestly tell you when they were transgressing the statute and when they weren't, couldn't discern the limits of the Act's twilight zones.

The reason for possible breath of

First interpretation of the Act may come down during the month. At least hearings will get under way on initial complaints issued by the Federal Trade Commission involving five concerns.

Mis-steps Become Guideposts

This means that Sales Manager Jones, for instance, will have at least a precedent on which to base his action. He will know what the FTC did with the Kraft-Phenix Cheese Corp., or with Montgomery Ward & Co. He can avoid what they were tripped up on—if the Commission decides they were actually tripped up on anything. He can proceed with conduct the FTC did not find in violation of the Act.

As a matter of fact, the five concerns hit in the three complaints issued September 30 have until the week of October 19 to answer the charges launched against them. Notice descended upon them that a tentative "show-cause" date for hearing had been set as of November 6. It should be kept in mind, however, that these dates for hearing specifically mentioned in the complaints are not arbitrary, can be moved ahead or deferred upon agreement between the respondent and the Commission.

Generally it is safe to assume in this instance that November will see the

first hearing where a respondent in a Patman Act case will have the right to "appear and show cause why an order should not be entered by said Commission requiring you to cease and desist from the violation of the law charged in the complaint." The exact day may fall some distance from November 6.

Aside from the guide to business in the significant precedents to be set up in these cases, they will have another far-reaching effect. On the basis of experience and determinations herein set forth, the Commission, business generally, and Congress will make recommendations for improvement or restriction of the Robinson-Patman Act. Introduction of other measures in this field will be governed by these findings.

For those who may not recall the corporations named, they are: Kraft-Phenix Cheese Corp., of Chicago; Shefford Cheese Co., Inc., Syracuse, N. Y. Bird & Son, Inc., and Bird Floor Covering Sales Corp., a subsidiary, both of East Walpole, Mass., and Montgomery Ward & Co., Inc., Chicago. The first four are charged with price discrimination in sales, the fifth with accepting discriminatory prices.

Watch the Supreme Court

The Supreme Court, which opened its new term October 5, also will have bearing in this field. Decisions are due on the constitutionality of two state laws on fair trade practices to prevent cutting prices of goods bearing brand names. Three cases are up involving California and Illinois laws. These decisions should be watched closely for interpretations that can be applied to Federal enactments.

Food and drug control legislation, which was buried by the last Congress, is shoving is head above the sod again and gives every promise of stalking, full-fledged and healthy, into both the upper and lower chambers of

the Congress next January. Senator Copeland, of New York, long-time nurse of this legislative bugaboo, has been rubbing new life into its aging bones.

New drafts of a law are being pieced together in his New York office. These are being shaped and reshaped in the light of conferences the medical Senator has been having with representatives of the drug trade, the food group and the cosmetic group. He anticipates that the 75th Congress will see his bill written permanently onto the statute books.

Similar to the situation on the Patman Act is that in the Labor Department on the Government Contracts Act. Here request has been made for a special "breathing spell" for the cotton textile industry; decision in the matter will have marked influence on future steps of the newly created Board charged with passing on exceptions and exemptions, complaints on violations, minimum wages and overtime rates.

Lower Taxes to Come?

This Board, named by Secretary Perkins from the regular personnel of Department until appropriations are made for administration of the Act, includes Chairman Frank Healy, of the solicitor's office, Hugh L. Kerwin, conciliation director, and Telfair Knight, counsel for the textile labor relations division. First minimum wage hearings are expected to be held for the clothing industry.

The cotton textile industry has asked exemption from the age requirement of eighteen years for certain of its employes and removal of specified limitations on certain (other) opera-

Tax clouds are clearing sufficiently for the business man to ascertain that, while no new taxes may be imposed next Congress, a lot of old taxes—and some not so old—will have their faces made over.

Possibilities: Capital gain and loss levies may be repealed. Excise taxes and luxury taxes will be remolded, some possibly removed. Undistributed profits taxes will be redone to iron out inequities, by the Democrats; will be repealed if Landon enters the White House, Income taxes, corporate if not individual, will be tampered with—probably to greater extent than the instigators of the movement would want.

Studies by the Treasury and the Congressional Joint Committee on Internal Revenue are bound to bear fruit. Look for plenty of tax fights before Congress gets very far.

What's Behind That Co-op Label?

(Continued from page 645)

goods carry the government A, B and C grades on the labels, telling the consumer exactly what he is getting. And all of them meet the competition of chain prices. The consumers seem to like the method. Certainly the volume of sales has pushed the co-operative wholesaler forward until the plant that seemed so large a year ago has been outgrown and expansion is necessary.

While this group was taking over the Kansas stores it also began to organize grocery stores in connection with the already existing gas stations. In Kansas City, Mo., the first store appeared one year ago. Already it has been forced to move to larger quarters. A second one, one month old, is doing \$700 a week. A third one is being organized.

This is the real challenge to orthodox business today. The "Co-op" label has appeared, and behind it is the story of a change in consumer habits. And, while distributors and advertisers shiver at this new threat, manufacturers and producers have been blithely accepting all the orders that the co-ops send their way.

Are Any Fields Immune?

The whole pattern of the co-operative advance in America can best be traced by the course of the "Co-op" label. It appeared first in a few isolated groups, later it decorated a few farm products, then it went into the fields of gasoline, oil and auto accessories. Just now the acceleration of its advance is marked. Other oil wholesale groups, watching the experiment carried out in Kansas City, are asking, "Why can't we, too, have grocery stores to stand beside our filling stations?" The "Co-op" label is, among other things, breaking down a real fear of chain store competition that existed a few years ago.

As to its advance into other lines, who can say? To say that there are certain lines into which the co-ops will not enter is to underestimate the trend. Perhaps the co-ops will be a long time getting to the style trades. But, who knows? In England and Sweden the co-ops have already entered the field with marked success.

There are, as we have pointed out, "'Co-op" tires and accessories, oil and paint and groceries. There is even a "Co-op" radio, in England. Two years ago many in the trade would have laughed at the thought of a

"Co-op" tractor. But it is here today. The trend is toward more and still more lines. Who can tell at just what point it may stop—if it does stop?

American business men are smart. A lot of smart manufacturers are going after "Co-op" business. Is it not possible that a smart manufacturer in any given line will see the possibility of turning out a new "Co-op" product and approach the National Co-operatives with the idea?

The problem presented by the "Coops" today is a problem for the distributor. It embraces both advertising and selling. To say that the percentage of consumer goods handled by the co-operatives is too small to consider is to miss the point. In Great Britain 15% of all consumer goods is handled through the "Co-ops." Yet that 15% has been great enough to have exerted tremendous pressure on the whole distributive system of that country.



One of America's Brightest Spots

HOUSTON is the third largest port in exports and the fourth largest port in total commerce in America. Ships visiting Houston's port spend over \$50,000,000.00 annually. The industries along Houston's Ship Channel represent an investment of over \$200,000,000.00 and have a daily payroll in excess of \$80,000.00.

Houston is the Oil Capital of the World. It is also the largest concentration point in the world for oil well supply companies. There are 180,000 people in the metropolitan district of Houston who depend on the oil industry for a living.

The latest United States Government report covering retail sales is for 1933. This report shows retail sales by counties. Harris County, in which Houston is located, led the entire South with retail sales of \$109,539,000. The retail sales, in the counties in which other principal southern cities are located, were as follows: New Orleans, \$102,218,000; Atlanta, \$102,044,000; Dallas, \$91,891,000; Louisville, \$85,336,000; Memphis, \$72,592,000; Birmingham, \$69,538,000.

Houston merchants report 1936 is their best year since 1929. Get on the band wagon with an advertising campaign in The Houston Chronicle. It will pay you big dividends.

THE HOUSTON CHRONICLE

Largest daily in Texas—Lowest milline rate Leads the State in National Advertising

R. W. McCARTHY Manager National Advertising THE BRANHAM COMPANY National Representatives

TORONTO

GIBBONS KNOWS CANADA

. J. GIBBONS LIMITED . ADVERTISING AGENTS

REGINA CALGARY EDMONTON VANCOUVER

Come-backs That Make Sales Today

(Continued from page 651)

Bring out some of those hand-out fixtures in your bag and ask for permission to dress them up. Simply say you want to help him move your line and rig up your displays with his stock. With this permission is implied the invitation to pick out a juicy spot in the window and a location on the main counter. But, please, leave him a little room to conduct his business there. Jump to it; you will help the dealer and your house and, as for yourself, such service is always a swell opening on the next trip.

If he is ignorant of his stock conditions, or if he has been kidding you, don't make capital of your discovery. Just get along with your sale. Your order is assured because you are now

one up on him.

Before launching your main attack try out a few secondary ideas. If your customer unloads a quality, service, credit, competitive cut-price or any other objection, let him unload completely. Don't interrupt with a single explanation, but help him until he runs out of gas. Then, in a matter-of-fact way, offer a solution and continue on with the sale. If you try to stop your dealer before he has finished, all you will get for your time and effort is a chance to write a long letter to the office and no order. Important as it is to clean up complaints, don't let the handling of them become the main objective; but rather the means to getting your order. The dollar total on the daily report makes far more interesting reading than the alibi in the "If Not, Why Not" column.

You have thus drawn out your dealer's trumps with a few minor cards and your major suits are still itching for action. With the scene now cleared and a green light up ahead, let go with everything. The word "dramatize" is as overworked in describing sales practice as "exciting" is in department store copy. Yet it is the one word that aptly pictures your ace-salesman in action. With deft strokes, he points out:

- The salient sales-getting features of his proposition, the consumer selling points of his line and two or three physical characteristics not a long, dull recital—of his merchandise.
- The consumer acceptance behind his line and the current program of advertising that lays sales right on the dealer's door-step.
- The other lines, associated with his in consumer buying and now carried by the dealer, as evidence that his merchandise will be a profit-maker, too.
- 4. That his line will bring brand new customers into the store.
- The prestige that will come to the dealer's business by having it

identified with so outstanding a promotion.

Stressing the "you can sell, you can make, you can do" theme, bring out your photos, selecting two or three window set-ups that you feel will appeal to the merchant. He likes to see how his windows will look when made up, in part, or with a complete showing of your line.

Bring home to him the real value of a display fixture and make him appreciate what you have to offer. Remember, he receives plenty of such material and, if you want yours to stand out from the rest, you'll have to set it up in an atmosphere of sales and profits to him. It is not the intrinsic value of the fixture that counts. It's the way you serve it up. A ham sandwich at the Ritz tastes better than a filet mignon in a beanery.

To Combat Evasiveness

Here is a rather neat little way to describe the function and value of a display. It is a simile that is easily followed. Point to the metal and glass chandeliers in the store. Call attention to the current provided by the public service company in the concealed wires. Yet, unless Mr. Dealer puts 20-cent lamps in the sockets, the electricity and the chandeliers will never light up the store.

So does your display-fixture—the lamp—dressed with your line—the chandelier—cash in on the consumer demand for your merchandise—the electric current—and give your dealer sales and profits—the light.

Dealers buy at different points in a sales presentation. A salesman, alert for this moment, cuts his talk and writes his order. No sales talk is worth more than the order it will obtain. Hence effort beyond this point is a waste of time and energy, and, too often, results in a man talking himself out of the order.

But, with all that we have done so far, your prospect is still "fish-eye." Every time you have asked his opinion he has ducked. He won't even say whether he likes your line. Many times it is possible to transfer from this kind of acceptance to a willingness to try out the merchandise in the store. He just won't come out of his shell. You're in trouble, young man. Unless you can make him talk, you are licked; your sale ready for the undertaker.

Ordinarily it doesn't pay to carry on the battle too long. Time is so easily dissipated pounding rock-pile accounts. Too often a salesman gets so much on the ball that the retailer retires to the dugout and the game is over. When



Tells All: Florence Stove Co., Gardner, Mass., supplies its dealers with this three-piece window display as part of an extensive campaign. This display shows some of the company's 22 oil heater models and sets forth "Facts to Help You Buy Wisely." Each model bears a "Factory" tag which reveals everything "from the type of finish to the innermost detail of construction." Forbes Lithograph Co., Boston, was responsible for the display; W. B. Remington, Inc., Springfield, Mass., created it. The latter agency is also handling Florence's newspaper ads in 46 dailies of 35 cities nationally, with special effort concentrated in New England and nearby states through a radio program on stations WBZ, Boston, WBZA, Springfield, and WGY, Schenectady.

you sense that feeling, pack up and see the next man.

Yet, you have simply got to sell this man. He is the bellwether account in the town and a display installation in his window means easy pickings in the rest of the outlets, particularly those who follow closely in his footsteps. Besides, you will be giving the credit-man a welcome relief from checking doubtful accounts and, when you have landed the order, your own heels will hit you in the back of the neck as you walk down the street. The rest of the town will be duck-soup.

Here's a move that is particularly productive of orders. Right in the middle of your talk, ask the merchant to come outside to his window. Select a position-you picked it before you went into the store—and simply state that your display, which fits that spot, will make a profit out of a space not now producing anything for him. "And, you know, Mr. Retailer, every square inch of your window space must be put to work. Your rent is really the cost of your windows.'

If you have sold him this idea, you have sold your order. Again, he may reject your choice. Here you may ask him to choose a spot he likes better. In either case, in addition to making your sale, you have practically assured the use of your display in the window. It won't go into the ash-can, as it sometimes does when you tack on a couple of signs, after you have written an

A Profitable Last Resort

Selling is reminiscent of the oldtime beam-scale of the corner grocer. If the beam didn't balance with the first two or three scoopfuls, he went back to the sugar barrel for another.

The beam of our sales does not yet balance. Try this: Name a few other lines that may be associated with yours and ask him to make up a general dis-play. Your fixture will act as the attention getter for the whole bunch and help him sell otherwise slow-moving goods. He will react to your interest in his business and your own line will not fare so badly in front and center position.

With an opening like this, there are times when a dealer's mental ceiling suddenly rises with "visibility unlim-What a wonderful chance you then have, with your flexible layout, to make up a complete mass display of your entire line. Even if you do get up too high, you can always drop down again to a single or double installation, which though a large proposition to the dealer a few minutes ago, now seems small when compared with the mass display.

MODEL F **PROJECTOR**

For Large Groups

This 200 watt unit is ideal for placing your message before salesmen and distributors.



Make VISUAL SELLING More Effective With

> S.V.E. PICTUROL **PROJECTORS**

Model F Projector







AUTOMATIC for Window Displays

This unit uses the same standard 35mm. single frame film as the manually operated projectors. It projects from 40 to 200 frames of pictures continually and automatically. A practical unit for window display, convention booth and general advertising

For the clearest projection of images from slidefilms—General Motors, Ford Motor Co., General Electric, Westinghouse, National Cash Register Co., Crane Co., Swift & Co. and other prominent users of visual selling aids employ S.V.E. PICTUROL Projectors.

Made by the originators of standard film stereopticons and slidefilms, PICTUROL Projectors embody the most advanced principles of construction. They offer protection to slidefilms and convenience of operation not found in any other equipment. S.V.E. engineers have constantly anticipated new requirements with projectors spe-cially designed for industry's diversified needs. A few of the many types available are shown

The foremost producers of industrial slidefilms distribute PICTUROL Projectors. Write for catalog S-M and the name of the distributor nearest you!

PICTUROL PROJECTORS with SOUND

For perfect results, be sure the projector unit of your stidefilm equipment is S.V.E. Write for further information and sources of supply of visual-audio equipments!



SOCIETY FOR VISUAL EDUCATION, INC.

Actual Photograph*

Of a company thinking they cannot afford Research

WRONG thoughts or right thoughts all look alike on a photographic plate. Far from not being able to afford research this company cannot afford not to make use of it.

If the public is turning away from their product to that of a competitor they must know it before it is too late. If a new use is being developed they must be ready to exploit it. Copy, dealer display, media must all be tested; competitive position and dealer cooperation must be constantly checked.

There is no end to the things a company can't afford **not** to know. Of course, sometimes they know these things without verifying them—by instinct perhaps. Even then there is great satisfaction in having authentic data to support one. And just suppose that one was wrong! That one's ideas did not coincide with the facts. Embarrassing—to be sure, but better found out then than later.

Sometimes it seems to us that this is a very good photograph of the mental processes of a company thinking that they cannot afford research.

"How much does research cost?" How much does it cost the company to direct policies without adequate data? Research might cost one-tenth of one per cent of that.

* Science cannot yet picture abstract thought. HOW BIG COMPANIES USE MARKET RESEARCH TO INCREASE SALES

Series No. 2

This is the second of a new series of case histories, naming names and showing processes. It ought to give you ideas for your own business. Watch for these offers by series number. There will be more of them. Sent free when requested on your letterhead.

MARKET RESEARCH

Formerly Percival White, Inc., and Arnold Research Service, Inc.

Rockefeller Center, New York 120 S. La Salle St., Chicago

Prevents those wrong decisions, based on faulty facts, which cost you time and money

Eastern Air Lines' Research Solves Traffic Problems

(Continued from page 648)

the South, and limited to the section east of the Mississippi Valley. Thus, all activity must be purely sectional without national effort entering the

picture

In determining to follow a course dictated by research, we made a most natural decision—due to our connection with one of the nation's most research-minded organizations. Those of you who are familiar with H. G. Weaver's work at General Motors, will understand what I mean. With such a precedent set by this company—which probably knows as much about commercial research as any other in the country today—we had something rather imposing to live up to.

Like most organizations, we are not entirely self-contained. Therefore we went outside, retaining the General Research Bureau to aid us in the research activity, and its parent organization, Dickie-Raymond, to merchandise

and promote the findings.

The Basic Questions

In using research to investigate the business travel market, there were two main things we wanted to know:

- (1) The potential business travel volume in the area between cities served by Eastern Air Lines—the number of firms who regularly travel these routes, and the number of people in each firm who do the traveling.
- (2) We wanted information on executive travel preferences and habits—how the prospect divided his choice of travel modes, why each was preferred—for long trips, for short trips.

So that we might get a broad, cross-sectional view of our market, our list was composed of nearly 100,000 representative top-grade executives—in firms of all types, and in major cities served by Eastern Air Lines. These included New York, Atlanta, New Orleans, Chicago, and as an important adjacent area, though not served directly by Eastern Air Lines, New England.

The survey itself consisted of a single sheet questionnaire and a transmittal letter. The letter was brief, to the point. The questionnaire was made non-complex, easy to answer. A stamped, return envelope was enclosed.

Let us examine the questionnaire to see how it was built to bring back the market information we wanted. The questionnaire sheet carried a map of the eastern section of the country. Each city surveyed had a different survey questionnaire, carrying a map featuring routes to and from that particular city. In each case, arrows and directional lines from these cities to other points were provided, and on each line a checking square.

Question 1 in the survey asked the prospect to check, in the squares on the map, the various points to which officials or representatives of his company most frequently traveled. Answers to Question 1 then would give us a clear indication of "travel flow" to Eastern Air Lines' points and non-Eastern Air Lines' points. It would tell us what Eastern Air Lines routes best met the needs of the potential market.

Question 2, asking specific information on the number of people using these routes, would give us travel volume—the potential number of travelers who might be diverted to travel by air, and over our lines.

Question 3 is the point in which we got down to some serious mind-probing. This question asked the prospect first to check the mode of travel selected for short trips and for longer trips—the choice being air, rail or bus. Then — really revealing — we asked them the "why" of their choice—whether for comfort and convenience, speed, or economy.

The survey brought a return of more than 20%.

Survey Supplied Ad Ideas

The list used for this test consisted of top executives. Just to prove our premise that this group represented our real market in the business field, a special experiment was made in the survey of Chicago. To the names of top executives of this section was added a group of secondary salaried executives. What happened? Response from the preferred group was 25%, from the secondary group 11%. A clear sign of where profitable and unprofitable business cultivation lay—at least for the immediate future. The major business travel market, especially for deluxe forms of transportation, is on the upper levels.

Just as figures on air travel volume showed us where to place our story, these mode selection opinions told us what to say. Because the business market in general does not understand air travel's economy, you will see in Eastern Air Lines promotion today an interpretation of air speed in terms of salary hours and living costs saved—thus emphasizing the *true economy* of air travel. Also, in terms of comfort, through less travel fatigue, in terms of convenience and flexibility because of air travel's adaptability to last-minute engagements, and the manner in which

Raise the fingers of one hand!

THE basic attributes you need in a printing paper to raise the quality and lower the cost of printing are present in KLEERFECT. You can check them off on the fingers of one hand:

- 1. Adequate strength
- 2. High opacity
- 3. Uniform color
- 4. Proper ink absorption
- 5. Lack of two-sidedness

KLEERFECT is made in standard weights, both Super and English Finish. Let your paper jobber quote prices to you.

KIMBERLY - CLARK CORPORATION

Established 1872

Neenah, Wisconsin, U. S. A.

Chicago, 8 S. Michigan Ave. New York, 122 E. 42nd St.
Los Angeles, 510 W. Sixth St.



SALES TERRITORIES

Under

Thumb...

when you use

AIR EXPRESS

2500 miles overnight

It gives you coverage and distance at a nod of your head. Air Express reaches 215 key cities in the United States and Canada directly overnight; and 32 Latin-American countries beside. With 23,000 Railway Express offices surrounding the key junctions the whole continent's yours for quick sampling and new offerings to buyers and salesmen anywhere. The farthest by next morning, the nearer-bys in merely a few hours.

- * Quick pick-up and delivery, door-to-door, without extra charge in all cities and principal towns.
- * Low, economical rates.
- * One waybill. One organization. One responsibility.

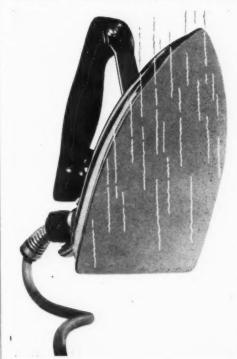
Phone any Railway Express office for service and information.

AIR EXPRESS

DIVISION

RAILWAY EXPRESS AGENCY

THE MICHIGAN MARKET IS **hot**



RETAIL SALES UP \$265,000,000.00

Sell them where they're buying! One million Michigan families spent, on the average, \$1,500.00, each in retail stores during the last 12 months. Michigan retail sales are up \$265,000,000.00, compared with last year. The Michigan Market is HOT.

To reach your Michigan Market outside of Detroit, use Booth Newspapers. They dominate a big, prosperous, free-spending market, equal in size to another Detroit, and there's no way to cover it except through Booth Newspapers.

Ask for further information.

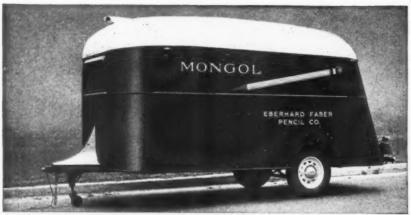
In Grand Rapids, It's the Press!

Grand Rapids presents an outstanding sales opportunity. Recent Fisher Body activities will add another \$2,500,000.00 to annual payrolls. Support your dealers in this important market. Use the Grand Rapids Press.

A. B. C.—88,112

New York, I. A. Klein, 50 E. 42nd Street Chicago, John E. Lutz, 180 N. Michigan Avenue





MODERN TOOL FOR MODERN SELLING



A UTO Cruiser takes your show-room to the buyer's door—celiminates the need for sample trunks—permits showing of more extensive line—cuts travelling expense and has advertising value wherever it goes. Auto Cruiser is the modern tool for modern selling—built to your own specifications for displaying, selling or demonstrating your product. Write today for prices and dimensions of Auto Cruisers—the most adaptable, most ruggedly constructed trailers for commercial use.

commercial use.

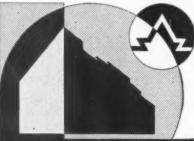
See Auto Cruiser's Exhibit at National Automobile Show, New York City

COMPANY OF AMERICA, INC.

4402 YORK ROAD

BALTIMORE, MD.

Several dealer territories available-write for details.



Bismava



Write for booklet and map of downtown Chicago

KNOWN FOR GOOD FOOD

... what are your plans?

SHERE is no question but that THERE is no question weeks, every business man and investor will find it imperative to keep both feet on the ground and an ear to the wind. Many situations are likely to arise which the investor may find difficult to interpret to advantage.

LET BROOKMIRE BE YOUR GUIDE!

BROOKMIRE'S staff of specialists are trained to separate the wheat from the chaff. Brookmire Bulletins cover a comprehensive and yet practical range of subjects necessary to the business man and investor. Each week The BROOKMIRE Investment Policy is stated, and specific recommendations made.

Write for latest issue giving present Brookmire Policy and views. Request Bulletin K 30

BROOKMIRE

Corporation-Investment Counselors an Administrative Economists-Founded 190 551 Fifth Avenue, New Yor

it enables a man to do business in two or more different places-hundreds of miles apart—in a single day.

These mode preferences votes showed plenty of hammering to be done even on air travel's first pointspeed. In Atlanta, 339 executives selected air for speed, as against 436 for rail. Atlanta needs some educating. Even in wise old New York, rail exceeded air on this point by 202 votes. Obviously, it is not time, yet, to get away from the fundamentals, hidden or apparent, in promoting air travel to the business market.

Total figures for the whole survey, covering choice of travel modes, continued to bear out the widespread lack of understanding of air travel's advantages. On the points of comfort and convenience, and economy, the ratio of acceptance for rail over air is almost 1 to 8. Even on the point of speed, rail still exceeds air in votes. On all three features of service-each one a selling point of air travel-rail scores 73% of votes, against air's 20%. Those favoring bus or private automobile travel are not sufficient to represent important resistence markets. Promotion to the rail group, designed to divert them to air travel, would contain selling arguments that would apply equally well to these two minor groups.

Only 5% Margin of Error

You may ask how accurate these figures are, what allowances were made for error in extending the findings to the broad market. In the total analysis we have just examined, 65% of those replying were revealed as prospects—a high percentage. But-because of the large proportion of replies received, and the large number of people surveyed—we feel safe in applying this figure to executives who did not respond-within a margin of error of 5% or less. This conclusion was checked by applying one of the formulas widely used for determining the coefficient of error in survey work.

On the basis of this information, we have succeeded in building what appears to be an effective plan of action.

With appeals and sales points established through the survey, with a major business market cataloged and defined, Eastern Air Lines has succeeded in leveling off the low spots to a large degree-in placing promotion and selling effort where it has the greatest opportunity to bring results.

Walter A. Allen takes charge of sales Schollhorn Co., New Haven, Conn., maker of standard and special purpose pliers. He was formerly president and general manager of the Federated Sales Service, Inc., Boston.



"Do Listeners Associate Radio Stars with Correct Product?"

Many of the national advertisers whose programs were listed in the survey on page 465 of the October 1 issue commented on the findings.

Editor, SALES MANAGEMENT:

I find this very interesting-particularly those references to our own programs-and agree that listeners may be influenced by a commercial even though they do not re-member who sponsors a certain performer.

I think this is comparable to a printed message causing a person to buy though he may not remember in what magazine he read it or even recall the individual advertisement.

DANIEL P. WOOLLEY, Vice-President, Standard Brands, Inc., New York.

Editor, SALES MANAGEMENT:

I do not just exactly know how really significant such surveys are except that I think it is probably a pretty fair indication of the effectiveness of a program and the job it is doing in selling merchandise. The real test, of course, comes when some special merchandising or promotional plan is presented to the public over a radio pro-gram. The real effectiveness of the program. The real effectiveness of the program can be tested in the most practical way. We have had occasion to do this several times in the past. Certain promotions that we have undertaken have been dependent entirely on the "First Nighter" and "Grand Hotel" programs to sell them to the public and we know in those instances that the shows did a job.

When it comes to sponsorship identifica-

When it comes to sponsorship identification the human fallacy of forgetfulness is such a major feature that it would be difficult to gain a true perspective.

I. WILLARD CRULL,

Office of Vice-President, Campana Sales Co., Batavia, Ill.

Editor, SALES MANAGEMENT:

Several of us have looked over the radio survey and were very interested in it. I think that your suggestion of a reverse test is a good one, and if it is ever done I hope that you will be good enough to send

me a copy of the results.

J. M. SKINNER, JR.,

Assistant to the Vice-President, Philco Radio & Television Corp., Philadelphia, Pa.

Editor, SALES MANAGEMENT:

Having been quite a few years in the agency business I might say that the question of which came first, the star or the product and the question of the relative advertising value—"big name vs. greater frequency of performances of unknowns" was always distressing. Undoubtedly the ratio

of advertising cost to the expense of air time is way out of line when big names are hired, but on the other hand big names undoubtedly are assured larger audiences even if their show is lousy.

Frankly I think that the thing is a good deal like the snakes on Medusa's head . . . as fast as one was chopped off another grew. There is no getting an upper hand on the argument and concluding it once

on the argument and concluding it once and for all

H. H. PROSKEY, Sales Manager Lehn & Fink Products Corp., New York.

The Radio Tube Battle

Editor, SALES MANAGEMENT:

I was indeed interested to see on page 482 of your October issue the headline "Radio Tube Battle Finds Philco Still Backs Glass vs. Metal."

I wonder whether you know Zenith also has, up to the present, not backed the metal tube. Early in 1935 Zenith considered carefully the advantages that might be derived from the use of the metal tube but, on the advice of its entire engineering staff, decided the metal tube had not yet arrived at the stage where a radio manufacturer should put 100% trust in it.

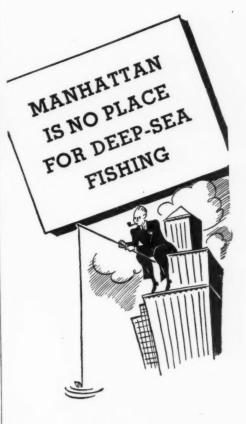
We felt, however, that improvements to come in the metal tube might make it advisable to leave our product flexible to such a degree that either glass or metal tubes could be used in it. In accordance with this feeling, we brought out a brand new glass tube which we named the Metaglas tube. This tube was equipped with the same type of octal base used in the metal tube but it had all of the advances here. tube but it had all of the advantages here-tofore possessed by the glass tube. By do-ing this, it made possible for the purchaser the use of either metal or glass tubes, as he preferred. But as a manufacturing organization, we recommended and spon-sored the Metaglas tube; nor have we seen fit to change our recommendations up to

the present time.

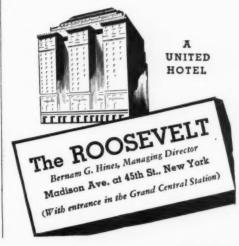
During 1935 Philco came out 100% for the glass tube and did not change its base, the set inflexible. At the beginleaving the set inflexible. At the beginning of the present season, Philos followed Zenith's lead on the metal-tube situation and engineered its sets to take the new glass tube with the metal base.

From the beginning of our fiscal year to the end of September we have done more business than during all of last year, and during both the 1935 and 1936 seasons we have had no appreciable call for the substitution of metal tubes in our receivers, despite the fact that this year we are putting practically no promotion behind the Metaglas tube. It just goes to show you that the public expects results and, as with an automobile, doesn't worry much technically about what is under the hood.

EDGAR G. HERRMANN, Advertising Manager, Zenith Radio Corp., Chicago.



Few people come to New York for its mountain air or yet its deep-sea fishing. They come to do things - business, shopping, the theatre or what not. You can do things conveniently from the Roosevelt with its ideal location. And the rate is moderate, too. \$4 single and \$6 double.



Sales Executives!

Advertising Managers!

Lend us your eyes.

Here is a profitable panorama of American marketing.

In compact space and with few wasted words, you get an epitome of market research as practiced by leading concerns. You see what it is proving and accomplishing for American business-and how.

Its format slips easily into your pocket.

Its contents slip easily into your mind.

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Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Tycoons Rate Time Most Important U. S. Magazine

Merely to describe as "promotion" the new *Time* survey, published as "*Time*, Bloodhounding a Big Intangible," would be largely to miss the point, so far as many SM subscribers are concerned. It is promotion, sure enough, any adman will tell But it's a whale of a lot more than that—it's a sales manager's dream of a knock-out sales presentation in type. Any man who has the job of selling, through an organization, a product that's going places, will get a kick and possibly some corking suggestions for his own use out corking suggestions for his own use, out of Time's array of facts, and their powerful one-two-three presentation. By way of description, the wire-bound book gives three viewpoints.

First, the customers', a review of circu-

lation growth, 1923-36.
Second, that of "Big Business," as shown in the new survey of over 75,000 names in Poor's Register of Directors. These ty-These tycoons and their wives were asked what they considered the most important maga-zine published in the U. S. today. *Time* their decision.

Third, the viewpoint of national advertisers, as shown by a classified list of 1936

users of space.

High point of the book is, of course, ne Poor's Register survey. Interesting the Poor's Register survey. Interesting technique: As a check against the accuracy of over 11,000 mail replies from over 75,-000 names addressed, a telephone survey was made by Market Research Corporation of America to all the 760 Smiths in the directory. Replies from 563 tallied closely with the general survey. Copies of the book are being sent national advertisers and their agencies. Executives not on the Time list, or who have not found the book in their mail, should write Cornelius Du Bois, Time, 135 E. 42nd St., New York

NBC's Blue Network Growth and Sales Power Shown

If you have noted a new network identification announcement at the close of some well-known radio programs recently—"This is the Blue Network of the National Broadis the Blue Network of the National Broad-casting Company"—you probably are in a receptive frame of mind to receive the new promotional booklet released this month by NBC as part of its sales campaign for the Blue. "Great and Growing Greater" is the title of the attractive blue keystone piece which shows effectively the additions and changes made to strengthen that petwork changes made to strengthen that network since January, 1935. Improved facilities described include the applications for new

500,000 watt antennae for Stations W IZ and KDKA, new stations and increased power in the basic Blue, Pacific Coast markets added, new optional stations and groups, and developments among the supplementary stations. These factors are graphically summed up by an imprinted Cellophane overlay covering the national map of the system, with small characters imprinted to show the specific changes listed. Emphasis on the sales power of the Blue is cited in the case studies of key advertisers— Great Northern Railway, Johns-Manville Corp., Cadillac Motor Car Co., S. C. John-son & Son, Inc., Kellogg Co., Sinclair Refining Co., Larus & Brothers Co. Advertis-ing results, in the form of listener re-sponse, and sales results in tangible orders, are given. Mailed to some 5,000 advertisers, agencies and prospects. In case this book has failed to reach SM subscribers interested in radio advertising, write for your copy, addressing E. P. H. James, National Broadcasting Co., Radio City, New

Commerce Chamber Reviews Philadelphia Market Facts

In trade, as in population and industrial production, Philadelphia is the third tanking city in the U. S. While this is not news to any marketing executive, the factors contributing to the importance of the market are summed up in a recent booklet which should be in every national sales headquarters. "Philadelphia Facts" is the headquarters. "Philadelphia Facts" is the title of the booklet, published by the Philadelphia Chamber of Commerce. Principal subjects include: (1) Industry, its locational advantages, labor supply, leading industries, conditions and legislation affecting labor; (2) power and fuel resources; (3) transportation, showing shipping facilities for the meanfactures using this city. ties for the manufacturer using this city as a manufacturing or distributing point, and including warehousing facilities and all air, rail, water and motor-truck shipping zones, and salesmen's overnight travel time from Philadelphia; (4) commercial Philadelphia, including retail and whole-sale trade, spendable income, and other consumer market data, with a comparison of sales and consumer market data for the city, its areas, the state and the United States. Sources are cited throughout. For the sales executive interested either in the market or its distributing facilities, the study is a most complete and valuable di-gest. Requests should be addressed to George W. Elliott, secretary, Industrial Bu-reau, Philadelphia Chamber of Commerce, 12th and Walnut Streets, Philadelphia.

Food Equipment Market in Soda Fountains Analyzed

The soda fountain field, which is said to do a billion dollar sales per year, and to do a billion dollar sales per year, and is decidedly active and prosperous, offers a market for (1) food equipment manufacturers, and (2) food products manufacturers. Surveys portraying the market for each of these manufacturer groups have recently been completed and published by Soda Fountain Magazine, which is the only business publication devoted solely to the field. With some 90,000 actively operating fountains, of which 60% or 54,000 are engaged in the sale of food, the methods of purchasing and of merchandising to the field are obviously important—and are presented in brief form in the booklets. Manufacturers or their agencies interested in the field may secure copies of either or both of these surveys on request to cent Moynahan, Soda Fountain, 420 Lexington Ave., New York City.

SALES MANAGEMENT

Radio Ups Sales 75% First Six Months of Zotos Program

SALES MANAGEMENT told the story of the Zotos radio campaign, as developed sectionally, in the August 1 issue. Now CBS has secured the complete story of a pretty amazing radio success. Cards were stacked against the chances of radio paying out on a national hook-up because of very restricted distribution, and at least four other equally powerful negatives. But at the end of six months, the 8,000 dealers who subscribed \$25 each to support the campaign were ahead \$2,500,000, or a return of \$312.50 on the average. But get the whole story, as told by Neal R. Andrews, president of Sales Affiliates, Inc., in the CBS promotional booklet, "Hair and Air." (Zotos is a \$10 permanent wave, in case you don't know.) Requests to Victor Patner Columbia Broadcasting Sto Victor Ratner, Columbia Broadcasting System, 485 Madison Ave., New York City.

STATEMENT OF THE OWNERSHIP, MAN-AGEMENT, CIRCULATION, ETC., RE-QUIRED BY THE ACTS OF CON-GRESS OF AUGUST 24, 1912, AND MARCH 3, 1933

Of SALES MANAGEMENT, published semi-monthly at New York, N. Y., for October 1, 1936.

STATE OF NEW YORK, COUNTY OF NEW YORK \$ 55.:

Before me, a Notary Public, in and for the State and county aforesaid, personally appeared Raymond Bill, who, having been duly sworn according to law, deposes and says that he is the Editor of SALES MANAGEMENT and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required

WANTED

A MANUFACTURER WHO NEEDS AN EXCEPTIONAL SALES MANAGER

He is looking for a real and lasting opportunity. He is employed now, but his ability is not being utilized fully due to a company policy beyond his control. While he should be a barrian to the property who wants gain to any manusfacturer who wants more business, he is not a low-priced man: He has been earning from \$12,000 to \$15,000 in recent years.

As to experience: Covers both the United States and several foreign countries as a salesman and as a sales manager. He has had marked success in planning campaigns and in picking, training and stimulating salesmen in several fields of industry. He is in the middle thirties, college graduate, Protestant. His references from previous employers and banks are of the best. We in SALES MANAGEMENT have known him for nearly ten years.

> Philip Salisbury, Executive Editor SALES MANAGEMENT 420 Lexington Avenue, New York, N. Y.

by the Act of August 24, 1912, as amended by the Act of March 3, 1933, embodied in section 537, Postal Laws and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:

Publisher, SALES MANAGEMENT, INC., 420 Lexington Avenue, New York, N. Y.

Editor, Raymond Bill, 420 Lexington Avenue, New York, N. Y.

Managing Editor, A. R. Hahn, 420 Lexington Avenue, New York, N. Y.

Business Manager, Philip Salisbury, 420 Lexington Avenue, New York, N. Y.

2. That the owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding one per cent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a firm, company, or other unincorporated concern, its name and address, as well as those of each individual member, must be given.)

SALES MANAGEMENT, INC., Bill Bros, Pub. Corp., Caroline L. Bill, Raymond Bill, Edward Lyman Bill, Randolph Brown, all of 420 Lexington Avenue, New York, N. Y.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: (If there are none, 50 state.) None.

4. That the two paragraphs next above giving

gages, or other securities are: (If there are none, so state.) None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, it any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

RAYMOND BILL.

RAYMOND BILL, Editor

Sworn to and subscribed before me this 28th day of September, 1936.

(Seal)

WM. A. Low.

Notary Public, Queens Co. No. 973, Reg. No. 5442. Certificate filed in N. Y. Co. No. 665, Reg. No. 71,382. M. commission expires March 30, 1937.

Multiply Your Sales

in the Hardware Field

THE hardware men that count, throughout the wholesale and retail hardware trade from coast to coast, read HARDWARE AGE.

With over 20,000 of them as paid subscribers—and interested readers as shown by the 76.78% Renewal Rate—HARDWARE AGE provides practical saturation of the field.

That means that your sales promotion message in the pages of HARDWARE AGE will cover the field and sink in-actually register upon the consciousness of those who, by their increased interest in your product, can increase your sales many times over.

Put the prestige and message-delivery power of HARDWARE AGE back of your sales efforts during the coming year.

HARDWARE

A Chilton Publication

239 West 39th St., New York, N. Y. A. B. P. Charter Member

ATZOTOF

COMMERCE PHOTO-PRINT CORPORATION

1 WALL STREET 233 Broadway

56 Pine St. 33 W. 42nd St. 80 Maiden Lane Dlgby 4-9135-6-7-8

Personal Service and Supplies

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS, \$2,500 to \$26,000. This thoroughly organized advertising service of 26 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of the cost of t individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present posi-tion protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

PHOTO AD CARDS

BOOST YOUR SALES THIS FALL-WITH Photo Ad Cards. Effective because different. 1c postage. No cuts to buy. Used by corporations, business and professional people. Beautiful samples free. Write, Graphic Arts Photo Service, Third and Market Streets. Hamilton, Ohio.

POSITIONS WANTED

SOUTHERN SALES EXECUTIVE AVAILABLE OUTSTANDING SUCCESSFUL SALES EXECUTIVE with proven record of accomplishments, extensive field experience giving good account of his sales activity. A line to Box 485, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y., will place you under no obligation.

ADVERTISING—MARKET RESEARCH—NINE years' experience compiling and analyzing advertising-sales efforts by accounts, classifications and territories, make a background extremely valuable to a sales executive who wants to keep his markets and competition under constant scrutiny, or to an advertising agency with a market research department, or those contemplating the organization of such a department. Familiar with the use of market factors and preparation of reports and surveys. Experienced especially in interpretation of competitive advertising efforts by accounts, markets and media. Box 491, Sales Management, 420 Lexington Ave., New York, N. Y.

PURCHASING AGENT, 25 years Industrial experience, now directing purchases for nation-wide campaign. Available November 5. Excellent background and record. Personal interview should convince. Box 496, C/O SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.



RAY BILL

HAT ABOUT MORE SALES STATISTICS? The Bureau of Foreign and Domestic Commerce of the Department of Commerce meets on the 26th of this month with the Bureau of Budget to present its request for additional funds for the fiscal year beginning July, 1937. A request will be made for a relatively large increase in the appropriation on the grounds that a considerable part of the increase granted will be devoted to increasing the number of reporters engaged on sales statistics of (1) the monthly retail sales reporting system, and (2) the manufacturers' and wholesalers' monthly sales and accounts receivable reporting system.

Without question there has long been a crying need on the part of American business for sales statistics which are sufficiently fresh to constitute a current index and sufficiently specialized with respect to both industries and territories to be of great practical value to sales executives.

In this field the government has a superbly fine opportunity to cooperate with business along lines which are certain to make for sounder marketing and more efficient distribution. Comparatively few concerns can afford to maintain adequate sales statistical bureaus of their own. Yet completeness in such a service is fundamental to its wide acceptance and use on the part of sales executives of little companies as well as large ones and of concerns selling in limited areas as well as those selling nationally.

The editors of SM believe the sales statistical service available through the government should include every one of the 48 states and as many individual cities and industries as possible. We feel further that the Department of Commerce should organize a special advisory council composed exclusively of sales executives, the function of which would be to advise the Department of Commerce as to ways and means by which such service can be made both more valuable and more widely used. Meanwhile, we urge our readers to write or wire Secretary of Commerce Roper urging that an increased appropriation be asked.

R. FULLER MAKES A POINT: In a recent talk before the New York Management Council, Walter D. Fuller, president of the Curtis Publishing Co., included a remark which was pretty well hidden in the middle of his discourse on the subject of "Business Management Today." We think it is a phrase worthy of being extracted and immortalized in business circles. He said: "The price of progress is the risk of change."

There is much to think about in that rather short sentence. It makes one recall how slow the Victor Co. was some years ago in introducing console models of talking machines at a time when public demand as controlled by women had "gone console." It reminds one of how long the Ford Motor Co. was reticent about abandoning its famous model T, but what success it attained later with more modern models. It focuses attention on the great gains in sales which have been effected by changed packages and containers and by changed advertising campaigns. We recommend, especially to successful sales executives, a periodic re-reading and a periodic application (on an experimental basis at least) of the adage "The price of progress is the risk of change."

N ARGUMENT FOR CONTROLLED PRODUC-TION: E. F. McDonald, Jr., head of Zenith Radio Corp., contends there are three major evils which if cured will "change radio from a 'crap game' to a major industry with long pants." He cites commercial bribery, advertising abuses and over-production as the evils which must be wiped out, but believes the first two can be handled through the Fair Trade Practice Committee of his industry. The third evil he holds is up to the retail dealers. In a recent letter to over 50,000 retail dealers handling radio, he writes in part:

"IT IS OUR POLICY TO HAVE NO 'CUT PRICE'—NO 'PERISH' OR 'DUMP' MERCHANDISE.

But-in our opinion, some manufacturers are producing today more radios than they are likely to sell—where we are cancel-ling orders because of inability to make Zeniths fast enough— some manufacturers are warehousing their product. Now—if those warehoused radios don't move as fast as they expect history is going to repeat itself.

"Then the first thing you know there'll be a salesman in offering you an extra '5 or 10 or 10 and 5 or 20' or additional advertising allowances, or it may take the form of cash prizes, automobiles or other premiums. And the next thing you know, if tomobiles or other premiums. And the next thing you know, if you take this bait—you may see the same merchandise you bought on the special discounts being retailed at around what you paid for it. And you'll be going through the same old vicious cycle of dissatisfied customers—time-payment paper coming back and—you know the story as well as I do.

"Now, I don't say this will happen—but I do say—it did happen last year and may well happen this year.

"We feel, however, that in this case we can only point the way—the dealer must help himself. He is in the driver's seat if he elects to be. It is within the dealer's power to force every manu-

elects to be. It is within the dealer's power to force every manu-facturer to control production and thereby end the radio industry's greatest injustice to consumer and dealer-'dump sales'

Certainly this is a most interesting contribution toward trying to bring production and sales into closer and sounder correlation with each other.







"PREFERRED POSITION"

In the field of broadcasting, NBC has it...and has always had it!

In radio audiences, "Preferred Position" goes to the networks which best deliver the greatest number of the most popular programs. The Blue and Red NBC networks do this, year after year, to maintain this habitual listener preference—the most valuable asset which any advertiser can have.*

Over the past few years, independent histener polls have given NBC network programs first place by a commanding majority. It is so this year. Radio Guide's latest nation-wide poll gave NBC network programs 9 out of 11 first places. The Women's National Radio Committee gave NBC 3 out of 4 winners—9 out of 11 runners-up!

Listen to the RCA Magic Key Program on the NBC Blue Network Sundays 2 to 3 P. M., Eastern Standard Time

NATIONAL BROADCASTING COMPANY, INC.

A Radio Corporation of America Service

NEW YORK • CHICAGO • WASHINGTON • SAN FRANCISCO



NBC'S 10th YEAR of LEADERSHIP in BROADCASTING



A picture isn't a masterpiece just because it is hung in the Louvre. The same picture isn't a worthless daub because it lies unseen in a dusty garret. Actually, the picture's merit has nothing to do with its surroundings, but—you know how people are.

Your advertisement may not actually be made worthier by appearing in TIME, but it is made worthier in the estimation of TIME readers. Busy with their individual tasks, these modern men and women must look to trustworthy sources for information. Increasing thousands have learned to rely on TIME.

They have found that TIME editors do not trifle with their attention. They approach TIME with a confidence which is shared by the advertising pages. They are not only pretty certain to see your advertisement, but pretty likely to respect, heed and buy.

TIME
The Weekly Newsmagazine